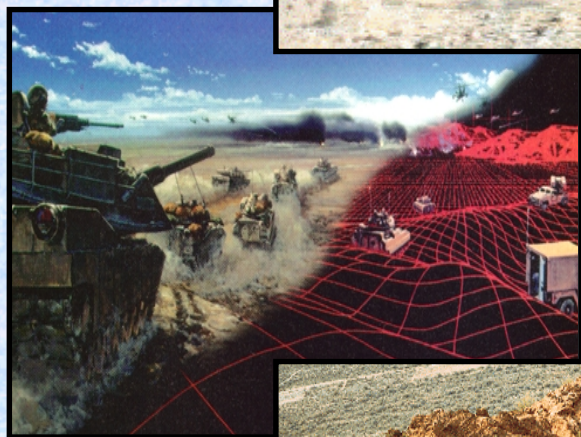




COMBAT



TRAINING



CENTER



PROGRAM

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HANDBOOK

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**January 2000**

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## Preface

### Combat Training Center Program Handbook

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<b>Purpose</b>	To provide a desktop, action officer oriented reference book for the Combat Training Center (CTC) Program community. This handbook includes sections on executive, program, and life cycle management and the four CTCs (Battle Command Training Program (BCTP), Combat Maneuver Training Center (CMTC), Joint Readiness Training Center (JRTC), and National Training Center (NTC)).
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<b>Updates</b>	This handbook is a living document.
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<b>Distribution</b>	Limited paper copies of this handbook will be published and distributed.  Electronic download of this document is available through the CTC Program web site. If internet access is unavailable, contact POC below for disk copy via mail.
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<b>CTC Program Web site</b>	<a href="http://www-dcst.monroe.army.mil/ctc">http://www-dcst.monroe.army.mil/ctc</a>
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<b>POC</b>	CTCD, ADCST-W, DSN 552-8036/8016
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# Combat Training Center Program Overview

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**Introduction** The Army's Combat Training Centers (CTCs) are one of the most important elements in training our Army for tomorrow's battlefield. CTCs are practice fields where units from the Total Army can hone combat skills against a well-trained and equipped Opposing Force (OPFOR). CTCs include the Battle Command Training Program (BCTP) at Fort Leavenworth, Kansas; the Combat Maneuver Training Center (CMTC) at Hohenfels, Germany; the Joint Readiness Training Center (JRTC) at Fort Polk, Louisiana; and the National Training Center (NTC) at Fort Irwin, California.

---

**Regulations/ Guidance** AR 350-50, Combat Training Center Program, describes the objectives and concept of operations and establishes and prescribes Headquarters, Department of the Army (HQDA) responsibilities, policies, and planning guidance for the CTC program.

CTC Master Plan is the management plan to focus CTC Program initiatives on the Army's vision.

---

**Proponent** The Deputy Chief of Staff for Operations and Plans (DCSOPS) is the CTC Program proponent and is assigned CTC Program responsibility by AR 350-50. He is assisted by the Director of Training on the Army Staff and by the Training and Doctrine Command (TRADOC) designated CTC Program Executive Agent (EA). He is advised by and receives recommendations from the Training General Officer Steering Committee (TGOSC).

---

**Executive Agent** The CG, TRADOC has delegated the Deputy Commanding General for Combined Arms (DCG, CA), TRADOC, Fort Leavenworth as the EA for the CTC Program.

---

**Program Manager** The Deputy Chief of Staff for Training (DCST), TRADOC is the program manager for the CTC Program. In this capacity, the Assistant Deputy Chief of Staff for Training-West (ADCST-W) synchronizes CTC Program functions.

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*Continued on next page*



## Combat Training Center Program Overview, Continued

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### **Program Manager functions**

Program Manager functions include both a direct role as the functional CTC proponent and as the CTC's representative for:

- CTC Program policy.
  - CTC Program resource support.
  - DA/Major Army Command (MACOM)/CTC/activity coordination and liaison.
  - Executive management forums (Quarterly Review (QR), Council of Colonels (CoC)).
  - Publications (CTC Master Plan, CTC Program Handbook, and regulation (AR 350-50)).
  - CTC trends reversal.
  - CTC modernization.
  - CTC training integration.
- 

### **Executive Forums**

The CTC community meets on a quarterly basis (Quarterly Review) to discuss funding and other CTC issues. A CoC meets semiannually during the first and third QRs to discuss CTC issues and make recommendations on issues to the TGOSC for decision.

The TGOSC meets semiannually to resolve issues/make decisions on:

- CTCs.
  - Training Mission Area (TMA).
  - Standards in Training Commission (STRAC).
-

# Chapter 1

## CTC Executive Management

### Overview

---

**Purpose** This chapter describes the executive forums and decision making process for the CTC Program.

---

**In this chapter** This chapter covers the following topics:

Topic	See Page
CTC Quarterly Review (QR)	1-2
CTC Council of Colonels (CoC)	1-4
Training General Officer Steering Committee (TGOSC)	1-7
CTC Program Decision Making	1-10

# CTC Quarterly Review (QR)

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<b>Purpose</b>	CTC QRs are HQDA sponsored meetings, chaired by a HQDA (DAMO-TR) representative, to prepare for, or respond to, CoC or TGOSC matters or issues.
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<b>Agenda</b>	The standing agenda list for the CTC QR is maintained by CTCD.
---------------	--

Sources:

- Previous markers and taskers from CTC QR, CoC, and TGOSC sessions.
  - Nominations from within and outside the CTC Program community.
  - Direction from HQDA (DAMO-TRC).
- 

<b>Attendance</b>	Side bar, to include annual resource review (3d Quarter FYXX), attendance is determined by respective side bar sponsors.
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Government only for open forums unless otherwise approved by HQDA (DAMO-TRC).

CTC CoC meets as final session of 1st Quarter (1Q) and 3Q QRs.

---

<b>Presentations</b>	Presentations are made in accordance with CTC Program presentation instructions at Annex B.
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Planning factors:

- Information briefs: 10 minutes
  - Decision briefs: 15 minutes
  - Tasker updates: 20 minutes
- 

<b>Responsibilities</b>	Responsibilities are defined in Chapter 3, AR 350-50, and the CTC Master Plan (MP).
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## CTC Quarterly Review (QR), Continued

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### Scheduling

QR scheduling correspondence is issued by CTCD.

QRs are scheduled quarterly as follows:

Qtr	Month	Host HQ
1	Oct	TRADOC
2	Jan	STRICOM
3	Apr	TRADOC
4	Jul	FORSCOM

**Note:** Current schedule can be found at CTC Program web site:  
<http://freddie.forscom.army.mil/ctc/>

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### Read Ahead Information

Administrative information, agendas and briefings for QRs (and CoCs) are posted to the DCST, TRADOC, FTP site as they become available. Available read ahead information can be accessed and downloaded through the CTC Program web site.

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### Archive Information

Minutes and other information from previous QRs are available on the CTC Program web site.

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### POC

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---

# CTC Council of Colonels (CoC)

**Purpose** The CoC meets semiannually (usually in Oct and Apr) to discuss CTC issues and make recommendations on issues for TGOSC decision.

**Agenda** Standing agenda list for the CTC CoC is maintained by CTCD.

Sources:

- Previous markers and taskers from CTC CoC and TGOSC sessions.
- Nominations from within and outside the CTC Program community.
- Direction from HQDA (DAMO-TR).

**Membership** CoC consists of the following members (see also para 3-3, AR 350-50).

Member	Agency/Command	Voting Member	Responsibility
C, Tng Ops Div, Tng Dir (Chair)	HQDA, DCSOPS	Yes	Proponent for the CTC Program
Dir, Ops, Tng & Readiness	NGB	Yes	Allocate ARNG CTC and BCBST rotations and identify funding requirements
Dir, Ops, Readiness & Force Dev	OCAR	Yes	Manage USAR unit participation at CTCs and identify funding requirements
PM TRADE	STRICOM	Yes	Perform concept formulation and maintain design and configuration control over CTC-unique TADSS
Dir, Log	STRICOM	Yes	Budget and provide for contractor logistics support
C, Tng Div	FORSCOM, DCSOPS	Yes	MACOM responsible for operating and maintaining the JRTC and NTC
Dep Cdr/CoS	FORSCOM, JRTC	Yes	Plan, maintain and operate JRTC
Dep Cdr/CoS	FORSCOM, NTC	Yes	Plan, maintain and operate NTC
Cdr	TRADOC, BCTP	Yes	Plan, maintain and operate BCTP
Dir of Tng	TRADOC, CASCOT	Yes	Manage Doctrinal Review Program
Dir, Corps & Div Doctrine	TRADOC, CGSC	No	Ensures doctrine used at the CTCs is accurate
DCSINT	TRADOC, DCSINT	Yes	Supervise management of the CTC OPFOR Program
Dir, CTCD	TRADOC, DCST	Yes	Program Manager for administration and integration of the CTC Program and CTC MP
Dir, ATMD, ATSC	TRADOC, DCST	Yes	TRADOC Program Integration Office for Live Training responsible for live systems requirements

*Continued on next page*

## CTC Council of Colonels (CoC), Continued

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### Membership (continued)

Dir of Tng	USAREUR, 7ATC	Yes	MACOM responsible for operating and maintaining CMTC
Cdr, Ops Gp	USAREUR, CMTC	Yes	Plan, maintain and operate CMTC
DCSOPS	USARPAC	Yes	Allocate JRTC and NTC rotations for subordinate commands and coordinate participation in BCTP rotations
DCSOPS	USASOC	Yes	Schedule and fund USASOC training at CTCs and resource JRTC OPSGP with SOF SMEs

CTC CoC rolodex is maintained by CTCD. Rolodex can be found on the CTC web site.

Requests for membership changes, to include rationale, should be forwarded to CTCD for consideration by HQDA (DAMO-TRC).

---

### Presentations

Presentations are made in accordance with CTC Program presentation instructions at Annex B.

Planning factors:

- Information briefs: 10 minutes
- Decision briefs: 15 minutes
- Updates: 20 minutes

---

### Responsibilities

Responsibilities are defined in AR 350-50 and the CTC Master Plan.

---

### Scheduling

CoC schedule is maintained by CTCD.

CoC scheduling correspondence is issued by CTCD.

CoC are held cyclically in conjunction with the 1Q and 3Q CTC QRs, at the same location and as the final session.

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*Continued on next page*

## CTC Council of Colonels (CoC), Continued

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**Read Ahead  
Information**

Administrative information, agendas and briefings for CoC are posted to the CTC web site as available. Read ahead information may be accessed and downloaded through the CTC Program web site.

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**Archival  
Information**

Minutes and other information from past CoCs are available on the CTC Program web site.

---

**POC**

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# Training General Officer Steering Committee (TGOSC)

---

## Purpose

The charter of the TGOSC is to provide:

- Long-term vision and guidance to the CTC, STRAC, and TMA CoCs.
- Long-term training recommendations to senior Army leadership.
- A forum for senior Army trainers to meet in executive session.

---

## Charter

The TGOSC will:

- Focus on other training issues presented through its members.
- Synchronize CTC, STRAC, and TMA priorities.
- Review the STRAC program.
- Approve respective CoC decisions in one of three categories:
  - Items for decision.
  - Information on issues where consensus has been achieved by CoC.
  - Information on issues reviewed by CoC but deemed not ready for TGOSC action.

MACOMs may submit issues for reconsideration after decision by the CoC.

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*Continued on next page*



# Training General Officer Steering Committee (TGOSC), Continued

## Membership

TGOSC will be chaired by the DCSOPS and consist of the following members, as listed in AR 350-1:

Member	Agency/Command
DCSOPS	HQDA
ASA(M&RA)	HQDA/Sec Army
Director of Training	HQDA, DCSOPS
Chief, Training Operations	HQDA, DCSOPS
Chief, Training Simulations	HQDA, DCSOPS
ODISC4	HQDA
Dir, AMSO	HQDA
Dir, OCAR	HQDA
Dir, NGB	HQDA
DCSRDA	AMC
STRICOM	AMC
ACofS, G3	EUSA
DCSOPS	FORSCOM
Cdr, JRTC	FORSCOM
Cdr, NTC	FORSCOM
DCST	TRADOC
ADCST (W)	TRADOC
CASCOM	TRADOC
Cdr, BCTP	TRADOC
ADCSOPS-Tng/Cdr, CMTC	USAREUR
DCSOPS	USARPAC
DCSOPS	USARSO
DCG	USASOC
C, ARI Coord Ofc, HQ TRADOC	ARI

*Continued on next page*

# Training General Officer Steering Committee (TGOSC),

Continued

<b>Presentations</b>	Presentations are made in accordance with TGOSC presentation instructions issued by HQDA (DAMO-TR).
<b>Responsibilities</b>	Responsibilities are defined in AR 350-1.
<b>Scheduling</b>	<p>TGOSC schedule is maintained by DAMO-TR. TRADOC DCST (Army Training Support Center (ATSC) is designated as EA.</p> <p>TGOSC scheduling messages are issued by ATSC Army Modernization Directorate (ATMD).</p> <p>TGOSC are held semiannually, date and location to be announced in scheduling message.</p>
<b>POC</b>	Ray Whitney, DSN 927-5043/2843, Comm 757-878-5043/2843, email: whitneyr@atsc.army.mil

# CTC Program Decision Making

## Purpose

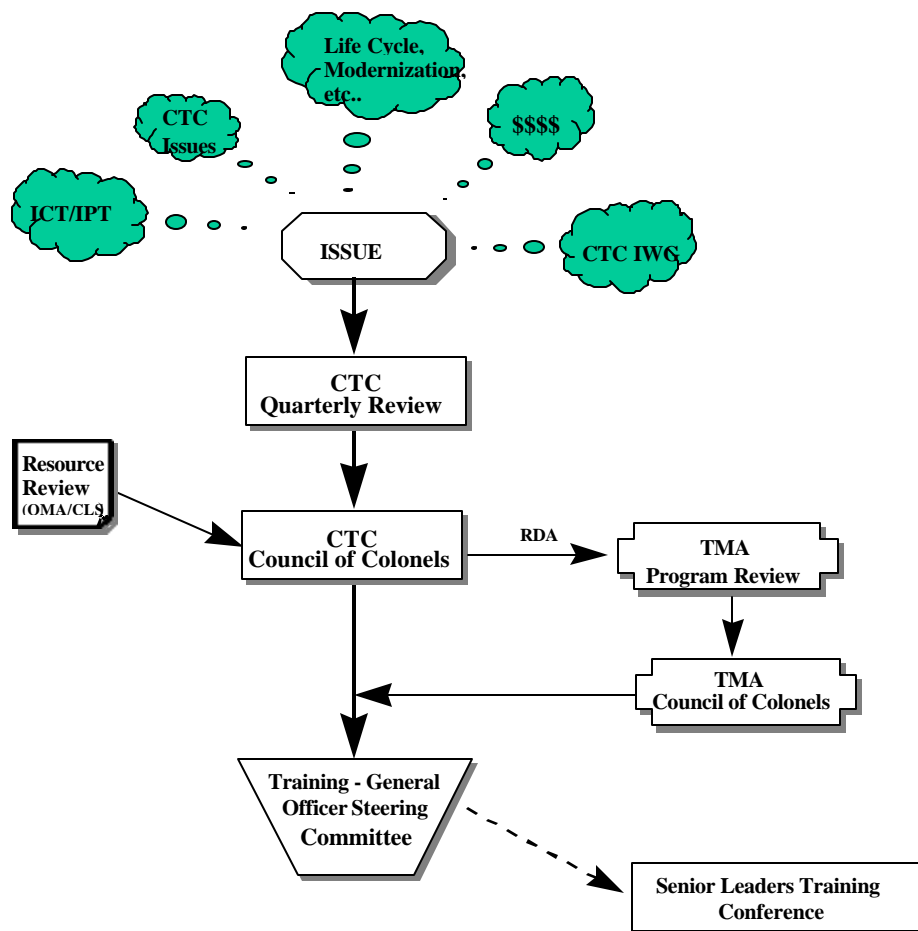
To provide an overview of the CTC Program decision making process.

## Overview

The CTC Program decision making process involves the executive forums described previously. Issues from the CTC community are first raised and acted upon by the QR and forwarded to the CoC for action. CoC will forward their recommendations to the TGOSC, which is the CTC Program decision making body.

## Decision Making

This chart depicts the decision making process.



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## CTC Program Decision Making, Continued

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**Issues**

Issues in the following areas are appropriate for the CTC program to address through the QR, CoC to the TGOSC (not all inclusive):

- CTC Program policy.
- Funding (Operations and Maintenance, Army (OMA)/Contractor Logistic Support (CLS)/Research, Development and Acquisition (RDA)).
- Instrumentation and training devices.
- Life Cycle Management/Sustainment.
- Manpower and equipment.
- Operations and training.
- System/equipment modernization
- Systems integration concerns.

Before addressing issues to the CTC Program consider:

- Whether issue is better addressed by another forum (i.e., Configuration Control Board (CCB), Integrated Working Group (IWG), Integrated Concept Team (ICT)/Integrated Product Team (IPT), etc.).
- Impacts on other aspects of program (i.e., life cycle costs, funding, integration impacts, etc.)
- Coordinating issue with other CTCs/agencies for resolution.

---

**Quarterly  
Review (QR)**

New issues are briefed by the initiator and discussed during the QR. Additional staffing may be required before forwarding to the CoC for action. Once staffing is complete, a decision brief is prepared for the CoC.

Issues for the QR agenda should be submitted to CTCD for consideration and approval by DAMO-TRC.

---

**Council of  
Colonels**

The CoC receives decision briefs on QR recommendations. CoC may further discuss the issue, send back for additional staffing, or forward recommendation to the TGOSC for decision.

If the issue has TMA (RDA) funding impacts, the CoC recommendation is forwarded to the TMA Program Review for inclusion in their agenda for subsequent TMA funding prioritization consideration.

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## CTC Program Decision Making, Continued

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**Executive Agent (EA)**

The CG, TRADOC designated the DCG, CA as the DA EA for the CTC Program. The EA provides general guidance and ensures the Army's vision, as outlined in the CTC Master Plan, and program administration continue to be closely synchronized in execution.

---

**Training Mission Area (TMA)**

TMA Program Management Review (PMR) is made up of representatives from various agencies within the training community. Their focus is to prioritize RDA funded training programs/projects and submit recommendations to the TMA CoC. CTC Program representatives on the TMA PMR include Simulation, Training and Instrumentation Command (STRICOM), FORSCOM, and TRADOC (CTCD and ATMD).

TMA CoC operates much like the CTC Program CoC in that it receives recommendations from the TMA PMR on training program prioritization and makes its recommendation to the TGOSC.

---

**Training General Officer Steering Committee (TGOSC)**

Decision making body for the CTC Program. The TGOSC receives recommendations from the TMA, CTC, and STRAC CoCs. TGOSC may approve the recommendation, send back for further staffing or initiate additional taskers to address other issues raised during discussion.

---

**POC**

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---

## Chapter 2

### CTC Program Management

#### Overview

---

**Purpose** This chapter describes the program management processes and procedures for the CTC program.

---

**In this chapter** This chapter covers the following topics:

Section	Topic	See Page
A	Program Manager	2-A-1
B	Resourcing Process	2-B-1
C	Operations, Doctrine and Training	2-C-1
D	CTC Program Pillars	2-D-1
E	CTC Program Publications	2-E-1

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## Section A

### Program Manager

#### Overview

---

**Introduction** The DCST, TRADOC is the program manager for the CTC program. In this capacity, the ADCST-W at Fort Leavenworth synchronizes the CTC Program functions.

---

**Mission** CTCD serves as the ADCST-W organization responsible for collecting, integrating, and resolving combined arms training issues for the CTCs. Ensures CTC modernization and CTC Program budget are linked to a viable resourcing strategy and CTC vision for the future. Facilitates Reserve Component integration into CTCs and collective training events to improve RC training and capabilities. Assists CALL, CTCs, and proponents in the Trends Reversal process to improve battlefield performance across all DTLOMS.

---

**Mission Essential Task List (METL)** CTCD METL is as follows:

- Integrate training issues and processes for the CTCs.
- Develop CTC Modernization Plan.
- Administer CTC Program budget (OMA).
- Facilitate trends reversal and the TRADOC Remedial Action Program.
- Conduct CTC Quarterly Training Brief.
- Oversee RC training and integration at the CTCs.

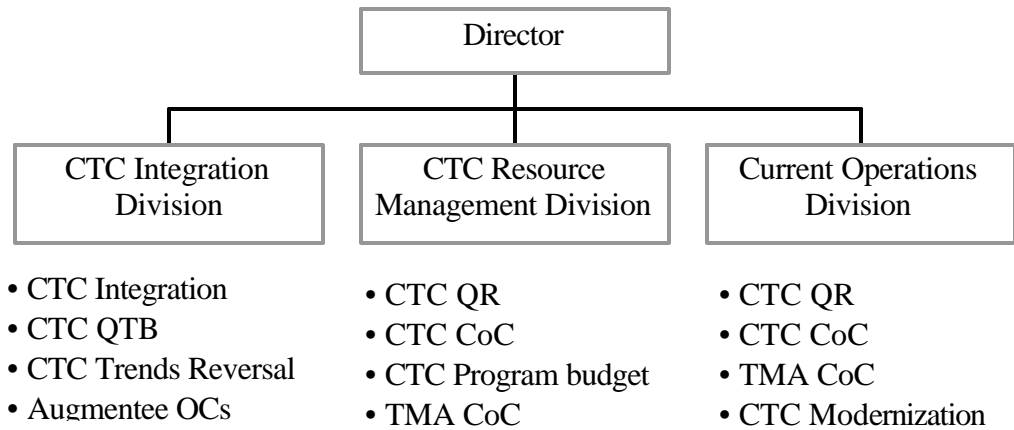
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## Overview, Continued

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**Organization** CTCD is organized as follows:



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---



## Section B

### Resourcing Process

#### Overview

---

**Purpose** This section describes the resourcing process for the CTC Program.

---

**In this section** This section covers the following topics:

Topic	See Page
Resourcing Process	2-B-2
Issue Sheets	2-B-9
Resource Review	2-B-13
Program Objective Memorandum (POM)	2-B-15
Training Resource Model (TRM)	2-B-17
Manpower	2-B-20
Equipment	2-B-24
TRADOC Equipment Procedures	2-B-28
FORSCOM Equipment Procedures	2-B-32
Training Mission Area	2-B-36

---

# Resourcing Process

---

**Introduction** This section contains resources, systems, and processes necessary to achieve the CTC Program's goals and objectives and to determine the resources required. Virtually every strategy requires equipment, manpower, and funding to accomplish actions described. Many are dependent on management information system improvements to provide necessary data or automate manual processes.

---

**Objectives** This section will:

- Provide funding procedures, processes, and information for CTC operations.
- Provide manpower procedures, processes, and information for CTC modernization.
- Provide equipment procedures, processes, and information.
- Provide the disciplined growth policy for the CTC Program.

---

**Purpose** The CTC Resource Plan is a collection of printed text and automated databases to support management of the CTC Program. The databases support the in-depth analysis and record-keeping required to develop and manage the resource stream and issues affecting the training centers. The data bases establish links between the training requirements and CTC Program issues.

The text provides basic information to highlight background, missions, and long-range objectives of each center and of the total program. Combined, they provide users a complete picture of the training centers, missions, and value of the program to the Army.

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*Continued on next page*

## Resourcing Process, Continued

---

### Background

The CTC Resourcing plan works by identifying and displaying the requirements for the total CTC Program. The CTC Program integrates resources of multiple MACOMs, four training centers, and all supporting activities.

- CTCD, as the Program Manager for the HQDA EA, is charged with verifying, validating, and integrating requirements from all centers and participating MACOMs. It is their mission to assist the CTCs with requirements determination, resource allocation and documentation, and contract validation and integration.
- By providing a tool to centralize requirements validation, the CTC resourcing plan ensures MACOM resources are in place and synchronized so that the program operates smoothly and without disruption to training schedules. This gives the CTCs more leverage and flexibility in resourcing.

The CTCD is responsible for program integration and coordination among the various players. By coordinating issues for the CTCs as a program, rather than separate efforts, the CTC resourcing plan allows the centers to benefit from each others' experience without forcing the unique centers into a single mold.

Centers funnel their needs through CTCD, which orchestrates all funding requirements with MACOMs and DA. The validation process uncovers programming differences such as contract and funding duplications or out-of-date cost estimates, thereby producing cost savings to the program.

---

### Process

To help ensure success, resourcing of the CTC Master Plan is linked to the Planning, Programming, Budgeting, and Execution System (PPBES). Strategies in the CTC Master Plan must be prioritized to increase the likelihood that the most important strategies are accomplished.

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## Resourcing Process, Continued

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### Process (continued)

- The CTC Program's high visibility puts it in a unique position in the Army with respect to national strategy. It is the only program of its kind specifically mentioned by name in such long-range planning documents as the Defense Planning Guidance (DPG), the Army's Long-Range Planning Guidance (ALRPG), The Army Plan (TAP), and the Program Objective Memorandum (POM).
- The Army system that complements the Planning, Programming, and Budgeting System (PPBS) is the PPBES.
- The ALRPG looks 10 to 30 years ahead, creating a vision of the future Army.
- Almost everything in the Army impacts training and the Army Long-Range Training Plan (ALRTP), the principal planning document. It includes guidance for development of policies and acquisition of resources required to train all elements of the Total Army for the next 20 years.
- These, along with command and agency long-range plans, guide the development of TAP, which introduces mid-range requirements for the long-range plans. It looks 10 years beyond the 6 that the POM covers.
- The practical expansion of the ALRTP is the Army Combined Arms Training Strategy (CATS). CATS is the Army's strategy for identifying the most effective way to train the force to standard. It produces two distinct sets of strategies:
  - Current strategies address the budget and POM years.
  - Projected strategies describe how the Army expects to train during the extended planning period and beyond.
- The POM details how the Army is meeting the DPG with specific forces and acquisition programs. It lays out how the Army is budgeting the requirements to accomplish the TAP.

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## Resourcing Process, Continued

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### Process (continued)

- MDEP. The tool used to build the POM is the MDEP. Collectively, MDEPs account for all the programs in the Army. They contain all resources executed in prior years and current year (CY) and budgeted in budget year (BY), 6 program years, and the Extended Planning Period (EPP). An MDEP describes a particular organization, program(s), or function, and records the resources along with the intended output.
- Training Resource Module (TRM). The TRM was developed primarily to meet HQDA needs but has since been provided to most Army MACOMs. TRM is a funding tool which captures Army training policy, force structure, civilian employment levels, cost factors, and program and budget decisions. TRM attempts to adequately reflect dollars needed by various MDEPs, and outputs are measured by cost categories. The two categories used by the CTC Program are direct operating tempo (OPTEMPO) (POL, consumables and reparable) and indirect OPTEMPO (organizational costs not directly linked to direct OPTEMPO).
- CTC Program MDEPs. The CTC Program is primarily covered in seven MDEPs (WCNT, TCNT, WCJT, TCJT, WCCM, TCCM, and TCBC), two for each maneuver CTC and one for BCTP. Some issues may be funded through funds programmed in other MDEPs (i.e., MSN SPT issues funded through a Standard Installation Organization (SIO) MDEP and the Contractor Logistic Support (CLS) MDEP. MDEPs include the funds designated for each CTC, the type of appropriation, and distribution of funds by responsible Command.
- Program Budget Guidance (PBG). The document that CTCD and the MACOMs rely on for resource information is the PBG, produced by the Army Budget Office (ABO). The PBG, published several times a year, includes force structure and manpower authorization figures as well as funding. The PBG is sorted by MDEP, command, appropriation, and Program Element (PE). The PE (also sometimes referred to as an Army Management Structure Code or AMSCO) identifies a particular purpose for the money, beyond that of the appropriation.

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## Resourcing Process, Continued

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- Funding Types** The type of appropriation is an important distinction. Each appropriation can be expended only for specified activities, and money cannot be changed from one appropriation to another except by DA within the POM process.
- The Research, Development, Test and Evaluation (RDTE) appropriation provides funds for research, design, engineering, prototype production and test and evaluation activities in the course of developing a materiel system.
  - The Other Procurement, Army (OPA) appropriation provides funds for procuring materiel that has been fully tested and type classified. These funds also purchase initial spares and support and training equipment.
  - The Operations and Maintenance, Army (OMA) appropriation provides funds for retiring old equipment being replaced, for repairing systems after fielding, for fuel and ammunition for training and operations, for periodic system rebuild, for application of improvements to fielded systems, for training both system operators and maintainers, and general day-to-day operation of the CTCs.
  - Military Construction, Army (MCA) appropriation provides funds for acquisition, construction, installation, and equipment of temporary or permanent public works, military installations, and facilities for the Army. Includes planning, acquisition of real estate (including cost of property and all related real estate operation costs), minor construction, and other supporting activities. Funds of the correct amount and appropriation must be planned and programmed into the Army budget two years before they are needed.

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## Resourcing Process, Continued

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### **Funding responsibilities**

The Materiel Developer (MATDEV) is responsible for planning and programming the RDTE and OPA funds to cover a program as well as MCA funds, when needed, to house equipment/instrumentation. The MAT DEV is also responsible for planning and programming the OMA tails needed for CLS to ensure continued readiness of the fielded system.

Responsibility for planning and programming funds for product improvement and sustaining supply spare parts is complex and divided between the MATDEV and the field MACOM.

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### **MACOM responsibilities**

Ten MACOMs receive direct funding from the CTC Program. When the CTC Program was conceived, the deliberate decision was made that no single MACOM would control the CTCs. The CTC Resource Review is designed to promote inter-MACOM cooperation. This works out to a sharing of responsibility between TRADOC and FORSCOM in the stateside training centers. CMTC, located in Europe, is funded primarily by USAREUR.

- The WCNT (NTC) MDEP provides funds for TRADOC, FORSCOM, INSCOM, USARPAC, NGB, and USAR in support of NTC rotations and operation.
  - The WCJT (JRTC) MDEP provides funds for TRADOC, FORSCOM, USASOC, USARPAC, and NGB in support of JRTC rotations and operation.
  - The WCCM (CMTC) MDEP provides funds for USAREUR in support of CMTC rotations and operation.
  - The TCBC (BCTP) MDEP provides funds for TRADOC, FORSCOM, USAREUR, USARPAC, and USAEIGHT in support of BCTP exercises and operation.
  - The TCNT MDEP provides funds for all TRADOC CTC support activities (CTCD, DCSINT, CALL, NSC, CASCOM, and ATSC ATMD).
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## Resourcing Process, Continued

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**Resource  
Review**

OMA funding for the CTC Program is accomplished through issue sheets which identify all OMA resource requirements, except those covered by STRICOM CLS.

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# Issue Sheets

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## **Background**

To facilitate centralized management of the CTC Program, funding requirements are presented to CTCD on issue sheets. Resource Management Division (RMD) personnel rely on issue sheets and supporting documentation as the basis for CTC resource funding.

Issue sheets are designed to capture the appropriate level of detail for validation and justification of requirement to DA and the PEG Manager for resource allocation. They must include the following information:

- A text description of the requirement.
- Value added to the CTC Program.
- Justification for what the funds actually pay for, including an explanation of the training deficiency corrected by the issue.
- Background on important decisions affecting issue (TGOSC, CoC, etc.).
- Resource information, including required funding types and amounts provided in Element of Resource (EOR) level of detail.
- Methodology used to build the dollar amount to perform the requirement.
- Supporting documentation as requested.

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## Issue Sheets, Continued

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**New initiatives** OMA issues requiring development or procurement of new materiel should first be submitted to CTCD RMD. New initiatives are evaluated according to the following prioritization criteria, which should be addressed in the issue sheet. New initiatives will be presented to the CoC for validation and prioritization.

- Value added to the CTC Program.
- Urgency of the issue.
- Other solutions considered. Non-materiel solutions are preferred.
- Number of players, leaders, and units affected.
- The extent to which the issue supports Joint/Combined Training.
- Whether this is something units can only train at a CTC or something they can train at home station.
- Number of CTCs affected.
- The issue's contribution to battle integration and coordination.
- Whether the issue supports synchronization of Battlefield Operating Systems (BOSs).
- The extent to which the issue supports realism.
- Safety considerations.
- Rough order of magnitude cost and supporting documentation on how the dollar value was derived.
- Savings (of money, manpower, ammunition, OPTEMPO, etc.) or cost avoidance.
- Whether the issue addresses anticipated future shortfalls based on future weapons systems.
- Executability in budget years.
- Availability.
- System interdependency.
- Off-the-shelf vs. new materiel development.
- The issue answers an identified need (Mission Needs Statement is complete).
- Requirement documentation status.

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## Issue Sheets, Continued

### Format

Issue sheet format is as follows:

CTC ISSUE SHEET			
ISSUE TITLE:		REF #	AS OF: DAY / MO / YR
MACOM:		FY:	MDEP: PE:
DOLLARS (M):		OMA	UFR CATEGORY/AMT:
REQUIREMENT:			1.
FUNDED:			2.
UFR:			3.
<b>DESCRIPTION</b> <i>(A description of the issue. for instance, this paragraph would discuss the MOUT complex and the civilians who portray townspeople at the MOUT complex.)</i>			
<b>JUSTIFICATION</b> <i>(What the issue sheet is actually buying; for instance: civ pay for 28 civilians on the battlefield. Explain why you need 28 and any special circumstances.)</i>			
<b>CALCULATIONS</b> <i>(List each civilian by grade, step, and pay to show how you arrived at the dollars required to perform the mission.)</i>			
POC NAME:		PHONE:	FAX:
OFFICE SYMBOL:			

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## Issue Sheets, Continued

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**Funding cycles** Each January-February time frame, the commands, centers, and supporting activities (National Simulation Center (NSC), Center for Army Lessons Learned (CALL), ATMD, Combined Arms Support Command (CASCOC), etc.) in the CTC Program submit their issue sheets detailing requirements for the budget year to CTCD RMD.

By the time an issue sheet reaches RMD, cost information should be included as well as the type of funds required. Depending on the type of funds needed, an issue is subject to several different processes.

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# Resource Review

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## Background

OMA funds are closely managed for DA by CTCD RMD. The validation and review of BY OMA requirements are the focus of the annual CTC Resource Review, usually held during the April QR.

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## Process

The steps in the CTC Resource Review planning cycle are as follows:

- Commands, CTCs, and supporting activities submit issue sheets to CTCD.
- CTCD RMD prepares a set of funding documents, the PBG Resource Requirements List, which lays out the CTC Program by center for the next fiscal year. PBG represents the requirements and funding levels the MACOMs have submitted, matched to the funding specified in a particular PBG. All the funds programmed must match exactly those in the designated PBG by MDEP, appropriation, command, and PE. This establishes the baseline for the CTC Program for that year.

RMD personnel validate the requirements by scrubbing the issue sheets for such things as double counting, programmed vs. historical data, out-of-date cost estimates, etc. They also visit each center to discuss and analyze each issue sheet prior to the Resource Review.

After validation of the issue sheets, RMD prepares a set of funding documents, the Proposed Funding Requirements List, which lays out the CTC Program by center for the next fiscal year. Proposed Funding represents the requirements and funding levels the MACOMs have submitted and reprogramming of funds between MACOMS and centers.

The Proposed Funding Master Requirements List is presented at the Resource Review during the April QR. All the centers, MACOMs, and supporting activities send representatives to the Resource Review to articulate their particular issues and represent their viewpoint in open forum. Issues are discussed line by line (if necessary), and funding is modified to reflect decisions in the discussion. Immediately after this meeting, CTCD RMD and center budget personnel meet to distill the results of the discussions into a list of validated unfinanced requirements (UFRs).

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## Resource Review, Continued

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### CoC

This list is then prioritized by the CTC CoC.

After the CoC, CTCD RMD finalizes the Proposed Funding Requirements List and cross-levels funds to eliminate as many UFRs as possible, following the priorities established by the CoC. The objective is to fund validated requirements while minimizing UFRs. Funding for valid requirements is sought first within MACOM within center, then within MACOM across centers and finally across MACOMs.

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### Funding Program

CTCD RMD develops a Reprogrammed Master Requirements List, reflecting the new funding and remaining UFRs. At the same time, they also develop a list of the reprogramming actions that are a result of the proposed funding and cross-leveling, and update the issue sheets to reflect the new position. The CoC recommendation is presented to the TGOSC and/or the DA Executive Agent for approval. The final approved funding and the reprogramming transactions are then presented to HQDA ODCSOPS for approval and signature.

When approved by HQDA ODCSOPS, CTCD RMD publishes the Resource Review portion of the CTC Master Plan (including the PBG and reprogrammed funding positions) and distributes it to all MACOMs, CTCs, and supporting activities.

The reprogramming transactions are forwarded to ABO for inclusion in the next PBG (usually released in September-December time frame). This ensures that each MACOM's initial Funding Authorization Document (FAD) reflects the decision made during the Resource Review.

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# Program Objective Memorandum (POM)

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## **OMA Instructions**

During the October-December time frame, TRADOC CTCD publishes CTC Program POM instructions for OMA for each center and support agency. The respective centers and support agencies prepare their CTC Program POM requirements which are then forwarded to TRADOC CTCD for editing, program justification, and consolidation.

OMA POM requirements are becoming more important as HQDA proposes to use the first two years of POM as actual funding levels for those fiscal years. Reprogramming between centers may be nonexistent, or at very best, minimal.

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## **Training Program Evaluation Group (Training PEG)**

In January, HQDA (DAMO-TRC) and TRADOC CTCD personnel brief CTC POM OMA requirements to the Training PEG. The PEG reviews the input and, in some cases, provides taskings for additional justification. February-March is spent addressing any requests for additional information.

In April, HQDA (DAMO-TRC) and TRADOC CTCD rebrief final CTC POM OMA requirements to the Training PEG. The PEG chairman briefs CTC Program POM requirements to the Program Budget Committee (PBC). TRADOC CTCD continues to assist the PEG chairman by providing impact statements to proposed PBC CTC Program decrements.

In early May, final approved POM numbers are released by HQDA.

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## Program Objective Memorandum (POM), Continued

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### **RDTE and OPA**

Defense procurement is closely monitored by Congress, and there are a number of further controls on the resourcing of these issues. All CTC issues requiring RDTE or OPA funds compete with other training programs Army-wide in the quarterly TMA review, held at STRICOM in Orlando, FL.

The TMA develops two prioritization scenarios, prioritizing training programs for the budget year and for the POM years to achieve the goals of CATS. The CTC Program is only a piece of the TMA, and the funding of CTC projects can be dramatically altered by TMA deliberations.

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### **Military Construction, Army (MCA), Army Family Housing (AFH)**

CTC issues that require construction of new facilities must follow the procedures and decision cycles established by the Army Corps of Engineers for all construction programs. However, these requirements still need to be forwarded to CTCD to complete the picture of the total CTC Program.

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# Training Resource Model (TRM)

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## Background

The TRM began in the mid 1980s as a spreadsheet-based system that calculated limited Class III (POL) and Class IX (maintenance repair parts) requirements only. Since that time, it has evolved into a computer-based executive information system which captures Army training policy, force structure, cost factors, and program and budget decisions.

The model was developed primarily to meet HQDA needs, but has since been provided to most Army MACOMs. The intent of the model is to provide funding through centralized planning at the Department level, with centralized execution at the MACOM level.

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## Overview

By integrating approved training policy, force structure, and civilian employment levels, the TRM attempts to adequately reflect the dollars needed by the various MDEPs. These MDEPs are those whose requirements are driven by the size or presence of a Modified Table of Organization and Equipment (MTOE) force and Table of Distribution and Allowances (TDA) unit.

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## Model Inputs

The TRM uses data from several different HQDA data bases to develop funding assumptions. Listed below are inputs which represent data bases displayed in the TRM.

- Battalion Level Training Model (BLTM). Provides input in terms of the number and duration of events that a unit should complete in order to attain any one of five readiness levels.
  - MTOE Force Structure. The force that is input into TRM is currently limited to those MTOE and TDA units that are funded out of Budget Activity (BA) 1, or parts of BA 3, and are contained in a defined family of MDEPs, for example, all MDEPs beginning with a “W”.
  - Civilian Force Structure. TRM uses both the Civilian Manpower Obligation Reporting and Execution (CMORE) system and the Structure and Manpower Allocation System (SAMAS) to reflect the Army’s decisions on civilian employment levels for a given family of MDEPs.
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## Training Resource Model (TRM), Continued

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### Model Inputs (continued)

- Civilian Cost Factors. Based on historical execution and out-year policy data.
  - Equipment Cost Factors. MTOE unit resource requirements other than Class III and IX are developed by the US Army Cost and Economic Analysis Center (CEAC) based on either Provision Master Record (PMR) data or historical data captured through the Operating Support Management Information System (OSMIS).
  - Indirect Cost Factors. MTOE unit resource requirements other than Class III and Class IX are funded in the organizational MDEP and grouped under the category of indirect OPTEMPO. Cost factors may come from a variety of HQDA sources.
  - Other. Capability within TRM exists for the user to incorporate annual estimated requirements for which an existing algorithm does not exist.
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**Model Outputs** TRM outputs are measured by cost category. Listed below are the two categories used by the CTC Program.

- Direct OPTEMPO. Included in this group are POL, consumables, and reparable. Costs are calculated based upon equipment density and OPTEMPO, as defined in the BLTM, multiplied times an approved CEAC cost per mile/hour/system, times the quantity of unit contained in the force, for each of the nine years contained in the TRM.
  - Indirect. Costs allocated to the organizational MDEPs which are not directly linked to activity in terms of miles or hours. Examples include: annual estimates for rail car transportation, civilian pay, organizational clothing, and medical supplies.
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## Training Resource Model (TRM), Continued

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<b>Summary</b>	The CTC Program for the NTC has been funded under the TRM since FY92. JRTC and CMTTC have been funded under the TRM since FY98.
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# Manpower

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**Purpose**

This section presents a snapshot of the total manpower requirements for the CTC Program.

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**Manpower requirements**

The manpower requirements of a specific center should be identified on each resource issue sheet in order to capture the unique requirements affecting manpower resourcing cycles. If positions must be added or deleted as a result of a particular issue, it is important to provide detailed justification and resources required on the issue sheet.

- TRADOC Operations Group (OPSGP) Requirements.
  - Requirements for additional manpower should be identified on a Schedule X (DA Form 140-4) IAW guidance provided in DA Pam 570-4, Manpower Procedures Handbook. Schedule X should identify the new requirements with detailed justification and cite the mission change/new initiative requiring additional manpower.
  - Completed Schedule X should be forwarded through CTCD RMD to TRADOC Deputy Chief of Staff for Resource Management (DCSRM) for validation. If validated, requirements will be input to the TDA during the appropriate manpower cycle (Management of Change (MOC) Window)).
  - Accuracy and solid justification are prerequisites for approval. Justification must answer the question—what is driving this new requirement? When drafting justification, focus on changing force structure and training strategy or new mission.
  - DCSRM and CTCD will prioritize all new requirements on a claimants list for consideration for authorization support.
- FORSCOM OPFOR and MSN SPT Requirements. Any changes to manpower requirements for the OPFOR and MSN SPT supporting a center must be processed through normal FORSCOM command channels.
- USAREUR OPSGP, OPFOR, and MSN SPT Requirements. Any changes to requirements for the OPSGP, OPFOR, and MSN SPT supporting a center must be processed through normal USAREUR command channels.

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## Manpower, Continued

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**Manpower  
authorizations**

Authorizations are driven by availability at MACOM level and with downsizing of the Army, are extremely difficult to obtain. CTCs are encouraged to reorganize within their own resources to provide manpower in critical areas which are not resourced.

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**Personnel  
support**

One mission of CTCD, as the Program Manager for the HQDA EA for the CTC Program, is tracking manpower/ODP/fill to the OPSGPs. It is essential to the smooth functioning of the CTCs that the OPSGP be staffed with competent, qualified personnel.

For NTC, JRTC, and BCTP whose OPSGP are TRADOC units, CTCD RMD manages the personnel function. In addition, CTCD RMD tracks the manpower/ODP/fill for the OPFOR and MSN SPT supporting each center.

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**TRADOC  
Manpower  
Guidance  
(TMG)**

TMG is the document which outlines the manpower support for that Fiscal Year (FY) and out-years based upon approved increases/decreases in mission, HQDA reductions, or any other manpower program impact, such as Schedules X, directed by MACOM or DA.

Prior to the MOC window, DCSRМ will send out to all activities the TMG document for review, interpretation, and reprogramming as necessary. Changes in the TMG are usually the result of those actions mentioned above.

TMGs should be retained on file at each center location for at least two years for history and future reference.

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## Manpower, Continued

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<b>Concept Plans</b>	<p>Concepts plans are developed by the CTCs or at the direction of various levels of Army leadership. Direction may be a result of the CTC Master Plan process and approval by the CoC.</p> <p>Concept plans address Army objectives and new missions. New organizations, realignments, and mission movement between MACOMs are outlined in the concept plan. A mission statement and workload data are enclosed with the concept plan, to include advantages/disadvantages. A proposed TDA with an audit trail is also included.</p> <p>Completion of the concept plan is reviewed and validated by CTCD. Format and content are reviewed and approved. The concept plan is then forwarded to DCSRM.</p> <p>The CTC Program is a highly visible program, and all concept plans are sent to HQDA for review and final approval for TDA documentation. Resources may be provided by HQDA, TRADOC, or other MACOMs.</p>
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<b>Standards of Grade Authorization (SGA)</b>	<p>Grade changes to commissioned officers, warrant officers, and enlisted positions are done in accordance with guidance outlined in the AR 611 series. Exceptions to grade authorizations must be approved by HQDA through CTCD prior to documentation.</p> <p>SGA changes must be completed prior to the next MOC window to allow time for staffing through HQ TRADOC and HQDA. Planning consideration is 3-4 months prior to the opening of the MOC window.</p>
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## Manpower, Continued

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**Manpower  
Surveys**

Manpower surveys are usually conducted every five years or upon request. CTC manpower surveys have been conducted as joint MACOM/US Army Force Management Support Agency (USAFMSA) surveys.

CTC personnel monitor and assist, as appropriate, to ensure all issues are resolved and recognized. Oversight permits interchange between survey teams and various levels of management to meet mission objectives.

Results of each survey are documented in the TDA at the earliest possible timeframe.

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**Hint**

Valuable time may be saved by a discussing a manpower request with CTC OPSGP Resource Management Office (RMO) and TRADOC DCST CTCD before initiating the request.

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# Equipment

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<b>Purpose</b>	This section presents a condensed view of the equipment process (equipment documents, DA Form 4610-R, Tactical Wheeled Vehicle Requirement Management Office, etc.) impacting the CTC Program.
<b>Discussion</b>	<p>AR 71-32, The Department of the Army Authorization and Usage Program, provides the policy, procedures, and directions for requesting authorization for new or added equipment. This AR explains the use of DA Form 4610-R (Equipment Changes in MTOE/TDA).</p> <p>CTC Resource Manager requests for new or additional equipment must be submitted in this format. Accuracy and solid justification are prerequisites for approval. Justification must answer the question, “What is driving this new requirement?” Focus on force structure changes, approved training strategy changes, and/or field of new tactical equipment.</p>
<b>Equipment requests</b>	<p>Equipment requests should be initiated by the function manager.</p> <ul style="list-style-type: none"><li>• CTC OPSGP RMO will provide guidance and review requests prior to submission through the CTCD to the Installation Resource Analysis Division, TRADOC DCSRM.</li><li>• On the FORSCOM side, installation Directorate of Resource Management (DRM) will provide guidance/review of the units/activities’ request prior to submission to HQ FORSCOM.</li><li>• For the CMTC, the DRM office in 7th Army Training Command (ATC) will review requests prior to forwarding to HQ USAREUR.</li></ul> <p>It is important that each CTC follow the time periods within their assigned MACOM in documenting approved manpower/equipment requirements on their documents.</p>

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## Equipment, Continued

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**Management  
of Change  
(MOC)  
Window**

TRADOC/FORSCOM conducts a review biannually (January through March and July through September) called a MOC window. Guidance for each MOC window is distributed to all TRADOC/FORSCOM activities in advance (December and June) through a MOC window Letter of Instruction (LOI) or Instructional Memorandum from the respective MACOMs. This guidance specifies the issues and methodology for conducting the MOC window.

However, equipment requests should be submitted six months to a full year prior to a documentation cycle (MOC window) in which the equipment is being requested. Equipment requests should not be submitted during a MOC window.

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**Guidance**

AR 71-32, Department of the Army Equipment Authorization and Usage Program, provides basic guidance and policies for establishing the requirement for and authorization of equipment and an overall equipment usage management program.

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**Documentation**

Unit and individual equipment requirement documents are Basis of Issue Plan (BOIP) and Table of Organization and Equipment (TOE). The BOIP and TOE are not authorization documents.

Unit and individual equipment “authorization” documents are: Modified Table of Organization and Equipment (MTOE), Table of Distribution and Allowances (TDA), Joint Table of Allowances (JTA), Common Table of Allowances (CTA), HQDA approved emergency memorandum requests pending TDA/JTA documentation, and Government Owned Contractor Operated (GOCO).

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## Equipment, Continued

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**Tactical  
Wheeled  
Vehicle  
Requirement  
Management  
Office  
(TWVRMO)**

The TWVRMO is the single manager for qualitative and quantitative Tactical Wheeled Vehicle (TWV) requirements within Initial Issue Quantities (IIQs) for the Army's established force and ensures they are adequately stated, justified, and documented.

TWVRMO is a HQDA Field Operating Agency that has total responsibility to review and validate mission-essential tactical wheeled vehicle requirements such as HMMWVs. They are only a review agency and do not have approval authority. However, all tactical wheeled vehicle requests are reviewed by TWVRMO prior to submission to USAFMSA.

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**GOCO**

GOCO equipment is provided to civilian contractors in support of military contracts.

When a center requires additional or new equipment for contractor use, procedure is as follows:

- Changes to a contract statement of work (SOW) may drive new or additional mission-essential equipment. Upon the Commander's approval, such equipment must be added to the appropriate technical exhibit.
- The contract then becomes the requisition authority. A copy of the revised technical exhibit and contract cover sheet (with signatures) will be submitted with the proposed TDA during a subsequent MOC window.
- Section I of the TDA identifies the contract as the requisition authority; Section III documents the added equipment. Remark 122 identifies equipment as GOCO in Section III. Command or higher-level approval is not required.

The policy on Army equipment is that usage should only be for military purposes. Where possible, civilian contractor-furnished or commercial substitute equipment should be used for mission support. If not, use available procurement appropriation assets rather than generating new requirements.

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## Equipment, Continued

<b>Sufficient Capability Guidance</b>	<p>Sufficient capability guidance is a resource management tool for identifying requirements to maintain quality training. Its purpose is to ensure that we control unnecessary growth within the CTC Program.</p> <p>Maintenance of sufficient capability is through the normal TDA process (i.e., vehicles, radios, or night vision devices for Observer/Controllers (O/C)) for the OPSGPs. New requirements in the CTC Program will be processed for approval through the CTC CoC, TGOSC, and HQDA.</p>
<b>TRADOC Procedures</b>	<p>See map on TRADOC procedures.</p>
<b>FORSCOM Procedures</b>	<p>See map on FORSCOM procedures.</p>
<b>USAREUR Procedures</b>	<p>Development in progress.</p>
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# TRADOC Equipment Procedures

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## **DA Form 4610-R**

AR 71-32 explains the use of DA Form 4610-R, Equipment Changes in MTOE/TDA. OPSGP's request for new or additional equipment must be submitted in this format.

Accurate and solid justification are prerequisites for approval. Justification must answer the question what is driving this new requirement—force-on-force structure changes, new or expanded mission elements, new or developmental equipment, and/or approved training strategy changes.

DA Form 4610-R works both ways—to document increases in equipment and to reduce equipment requirements. Increasing requirements takes considerably more effort, involving numerous agencies/activities, and depending on the item(s) of equipment, requiring varying levels of approval. Therefore, DA Form 4610-R should be submitted six months to a full year prior to a documentation cycle in which that equipment is being requested.

DA Form 4610-R should not be submitted during a MOC window.

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## **Process**

DA Form 4610-R requests should be initiated by the functional manager desiring the added equipment. CTC OPSGP RMO will provide guidance and review the request prior to submission to the installation Resource Analysis Division, TRADOC DCSRM. If approved, DCSRM will forward the request to HQDA. Valuable time may be saved by discussing the request with CTC OPSGP RMO and CTCD RMD prior to initiating the request memorandum.

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*Continued on next page*

## TRADOC Equipment Procedures, Continued

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### **DA Form 4610-R Processing Policy/BOIP Implications**

The following procedure will be followed by the CTCD RMD analyst when processing equipment changes in MTOE/TDA— Check the Line Item Number (LIN) in the Requirements Documentation System (RDS) to see if any BOIP apply:

- If the LIN is in an approved BOIP and the DA Form 4610-R quantity requested plus that already authorized on the TDA does not exceed the BOIP, send the request back to the requesting CTC. The CTC can document any amount up to the quantity listed in the BOIP for the subject Unit Identification Code (UIC) without MACOM or HQDA approval.
- If the LIN is an approved BOIP and the quantity requested plus the equipment already authorized on the TDA exceeds the BOIP, ask USAFMSA for approval to document the quantity added. Example: The BOIP lists 18 of an item for a UIC; the CTC requests 21; ask USAFMSA for approval to document 3.
- If the LIN is in a BOIP but is still in HQDA staffing, return the DA Form 4610-R to the CTC with instructions to wait until the BOIP is approved for further action. If the item is on-hand, instruct the CTC to document it in the Property Book until the BOIP is approved.
- If the LIN is not in the BOIP, submit an equipment request to USAFMSA for approval after staffing with all interested parties at the MACOM.

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## TRADOC Equipment Procedures, Continued

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### Checklists

RMD analysts will ensure equipment checklists have been completed. If tactical equipment is requested, complete the Tactical Wheeled Vehicle Justification questionnaire:

- What is the mission requiring the TWV?
- Where is the unit located?
- In what type of terrain will the item be required to operate?
- What is the average daily mileage use?
- Does the vehicle require a military radio?
- Does the vehicle transport a shelter?
- Who operates the vehicle (i.e., military/civilian/US/Foreign National)?
- What type supplies/cargo/personnel are transported?
- Is maintenance support available and at what level?
- Are repair parts available?
- Can presently authorized vehicles do the job?
- How long is the requirement to be supported?
- What other similar/like vehicles are available?
- What vehicle will be replaced if approved?
- What is the impact on the unit's mission if not approved?
- Is this a new mission? If not, how was the mission being accomplished?
- Why can't a nontactical vehicle of similar type and design do the job?
- Can the mission be accomplished by shuttling or pooling? If not, why not and what percentage must be performed in one lift?
- Are weapons systems required to be mounted on the vehicle?
- What specifically requires the type, size, and quantity vehicle requested?
- Is the vehicle required for installation support? If yes, then be specific as to why a nontactical vehicle can't do the mission.

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*Continued on next page*

## TRADOC Equipment Procedures, Continued

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### Checklist for TWVs needed for training

Additional questions when TWVs are required for training:

- Is the vehicle(s) required for direct training or training support?
  - If required for direct training:
    - List the unit's mission and the support that vehicle will perform.
    - What is the frequency of vehicle(s) use (once a day, week, month) and for how long (one, four, eight hours)?
    - If required for training/training support, what requires a tactical versus a nontactical vehicle?
    - Are personnel split in shifts to maximize the use of assets? If not, why not?
    - Are vehicles centrally pooled so they can be used by others who may require support? If not, why?
    - What is the user-to-vehicle ratio (i.e., one O/C per HMMWV or two soldiers (one driver and one vehicle commander) per HMMWV?
- 

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# FORSCOM Equipment Procedures

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## **DA Form 4610-R**

DA Form 4610-R, Equipment Changes in MTOE/TDA submission is similar to the TRADOC procedures.

Equipment requests submitted to the installation DRM will be processed within five days of receipt, assigned a control number, and forwarded to HQ FORSCOM or returned to the originator for action as appropriate.

A copy of the approved equipment request and responses thereto received from HQ FORSCOM will be forwarded by the installation DRM to the appropriate logistical activity.

HQ FORSCOM returns disapproved equipment requests to the installation DRM.

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## **BOIP**

BOIP serves as an event driven planning document which states the planned placement of new or improved items of equipment and personnel in TOEs and TDAs (if applicable).

When an installation DRM receives a BOIP from HQ FORSCOM, it is reviewed to determine the purpose of the equipment, its capabilities, and impact on MTOE unit(s) or on the TDA. The accompanying BOIP feeder data sheet (DA Form 3362-1-R) is analyzed, along with the equipment subject to replacement indicated in the replaced equipment section of the BOIP.

Activities/units determined to have a requirement for the subject equipment forward the BOIP by memorandum with a suspense date for review to develop justification and required quantities ensuring that the new or improved equipment is added to the force structure.

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*Continued on next page*



## **FORSCOM Equipment Procedures, Continued**

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### **BOIP (continued)**

Incorrect data identified in the BOIP worksheet, including numerical data indicated under the heading “level BOI TOE” is lined out in red by the unit/activity requesting the equipment.

A control number is assigned to each installation (i.e., Fort Irwin is No. 364) and must be included on DRM’s correspondence to HQ FORSCOM identifying the total quantity(s) required, the separate quantity(s) required and the rationale for the BOIP equipment by unit/activity.

A point of contact with telephone number should be indicated for DRM and the activity involved. FORSCOM’s suspense will usually permit 20-25 calendar days for local staffing. A reply by endorsement is prepared with the recommended need identified as an enclosure to the action.

HQ FORSCOM will notify DRM with a final memorandum when a BOIP equipment item has completed organizational staffing, product development, testing, and manufacture prior to being fielded in accordance with the Force Modernization Materiel Fielding Plan or other authorization document.

The authorization document will permit completion of DA Form 4610-R and submission to HQ FORSCOM requesting approval to add the subject equipment to the installation TDA. Prior to submitting the DA Form 4610-R to HQ FORSCOM, coordination should be completed with DPTMSEC, Force Modernization Office.

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## **FORSCOM Equipment Procedures, Continued**

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### **Equipment survey**

Equipment Survey. An equipment survey is required to determine minimum essential equipment needed to support a mission. The equipment survey is conducted by HQ FORSCOM, Equipment Survey Team, approximately every three to five years to determine minimum essential equipment requirements. MTOE units are not subject to this survey.

The purpose of the equipment survey is to ensure equipment authorizations are fully justified by mission requirement, identify and direct turn-in of excess equipment, and to reconcile installation property records with authorization documents.

The survey teams will send official notification of the survey date approximately 8 to 10 months in advance and follow-up with their administrative requirements approximately 90-120 days in advance of the survey.

The basic requirements include ensuring various documents are available, such as the most current TDA, the previous equipment survey results, and usage data on materiel handling equipment (i.e., forklifts). Additionally, DRM is responsible for establishing telephone access, etc.

Prior to arrival of the survey team on-site, the command group and staff personnel will be notified of their visit. An entrance and exit briefing will be scheduled and conducted with the Commanding General. Additionally, before the arrival of the survey team, assistance will be provided to Property Book Officers and hand receipt holders to reconcile property records with the TDA, correctly prepare DA Form 4610-R, etc.

The survey team is on-site approximately two weeks and will provide TDA activities with their revised equipment allowances prior to departure.

Activities/units nonconcurring with the survey team are permitted to reclama the survey recommendations while the team is on-site. Differences not resolved by this process are forwarded to HQ FORSCOM for decision. After formal survey results are received from HQ FORSCOM, they are documented in the next MOC window for inclusion in the TDA.

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## **FORSCOM Equipment Procedures, Continued**

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### **Common Tables of Allowance CTA)**

The CTA serves as an authorization document that is used for requisitioning items of materiel required for common usage by individuals, MTOE units, or TDA activities.

The CTA is organized by type of activity (i.e., food service, laundry/dry cleaning) and equipment allowances are indicated for each function.

In order to requisition any of the equipment included in the CTA, an activity must meet the specific criteria outlined, including the requirements of any notes that may be indicated.

Section I of each chapter in the CTA identifies applicability, and Section II indicates the equipment allowed. Appropriate notes are included after each chapter.

Changes to the CTAs are periodically received in memorandum format from HQ FORSCOM, Equipment Survey Branch, and should be filed with the appropriate CTA for reference.

Request for change to the CTA should be submitted by users on DA Form 2028, Request for Changes to Publications and Blank Forms, to the installation DRM for review prior to forwarding it to HQ FORSCOM.

Changes that are approved will be announced by HQDA in message format and published in the next CTA change.

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## Training Mission Area (TMA)

<b>Description</b>	<p>The TMA established by HQDA comprises 10 MDEPs which provide RDA funding for nonsystem TADSS and related program requirements.</p> <p>TRADOC DCST is the TMA manager. ATMD, USATSC, serves as TMA staff manager for the TRADOC DCST. ATMD coordinates TRADOC positions on all TMA issues, maintains TMA funding programmatic profiles, coordinates TADSS priorities, and represents the DCST at quarterly TMA PRs and CoC meetings.</p>
<b>Agenda</b>	<p>Standing agenda lists for the respective TMA forum (working groups and CoC) are maintained by ATMD, ATSC, Fort Eustis, VA.</p> <p>Sources:</p> <ul style="list-style-type: none"><li>• Previous markers and taskers from TMA working groups, CoC, and TGOSC sessions.</li><li>• Nominations from within and outside the TMA community.</li><li>• Direction from HQDA (DAMO-TRS).</li></ul>
<b>Attendance</b>	<p>TMA forum membership and by invitation of HQDA (DAMO-TRS).</p>
<b>Responsibilities</b>	<p>Responsibilities are defined in AR 350-38, Training Device Policies and Management.</p>
<b>Scheduling</b>	<p>Schedule is maintained by HQDA (DAMO-TRS). Scheduling messages are issued by HQDA (DAMO-TRS).</p>
<b>Application</b>	<p>The TMA prioritizes RDA funding for CTC Program initiatives.</p>
<b>POC</b>	<p>Ray Whitney, DSN 927-3841, Comm (757) 878-3841, email whitneyr@emh22.eustis.army.mil</p>

## Section C

### Operations, Doctrine and Training

#### Overview

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**Purpose** This chapter describes the operations, doctrine and training forums of the CTC program.

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**In this chapter** This chapter covers the following topics:

Topic	See Page
CTC Review Program	2-C-2
Focused Rotations	TBP
Observer/Controller (O/C) Augmentation	2-C-5
Protection (Force), Safety and Risk Management	2-C-7
Project Warrior (PW) Program	2-C-9
TRADOC Trends Reversal Program and TRADOC Remedial Action Program (T-RAP)	2-C-10
Chief of Staff, Army (CSA) Weekly Update	2-C-12
Center for Army Lessons Learned (CALL)	2-C-13

# CTC Review Program

<b>Background</b>	<p>The CTC Review Program is the principal tool for oversight responsibilities of the CTCs in accordance with AR 350-50. The CTC Review Program consists of Assistant Commandant visits, Doctrine Review visits, Proficiency visits, Threat Validation Reviews, Focused Rotations, Leader Training Program (LTP)/Observer/Controller Academy (OCA) Exchange, and Orders Review.</p>
<b>References</b>	<p>AR 350-50, Combat Training Center Program.</p> <p>AR 11-33, Army Lessons Learned Program: System Development and Application.</p> <p>TRADOC Reg 350-70, Training Development Management, Processes, and Products.</p> <p>TRADOC Memo, dated 20 Mar 95, subject: CTC Review Program.</p>
<b>Assistant Commandant Visits</b>	<p>Assistant Commandant Visits allow lessons learned from the CTCs to be integrated into developing doctrine, organizations, equipment and school curriculum. These visits enable Assistant Commandants of TRADOC schools to visit a CTC every six months.</p> <p>Schools/Centers coordinate directly with the CTCs to allow maximum flexibility in scheduling. Visits are funded by proponent school.</p>
<b>Doctrine Review Visits</b>	<p>This program ensures lessons learned and emerging trends from the CTC battlefields are expeditiously integrated into developing doctrine, tactics, techniques, and procedures by proponents. It facilitates the information flow between the CTCs and proponents and may help identify deficiencies in training and in the CTC Program. This program is implemented through visits to the CTCs by proponent doctrine writers and instructors.</p> <p>To ensure maximum benefit, topic and issues are identified by the proponents and coordinated with the respective CTC Operations Group (OPSGP) prior to any visits. These subject matter experts (SMEs) examine scenarios and work with the Observer/Controllers (O/Cs) to view the application of doctrine and</p>

*Continued on next page*

## CTC Review Program, Continued

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### **Doctrine Review Visits** (continued)

standards during a rotation. Following the rotation, seminars are conducted between the SMEs and O/Cs to review the application of doctrine observed during the training.

CTCD prepares a schedule each FY based on input from schools. Any other requests should be forwarded to CTCD. Visit is funded by the CTC Program. Each school is allowed a total of six individual visits to the CTCs annually.

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### **Proficiency Visits**

These visits allow doctrine writers and instructors to familiarize themselves with CTC OPSGPs and to observe how rotational units apply doctrine on the CTC battlefield.

CTCD prepares a schedule each fiscal year (FY) based on input from schools. Any other requests should be forwarded to CTCD. Visit is funded by the CTC Program. Each school is allowed a total of six individual visits to the CTCs annually.

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### **Opposing Force (OPFOR) Validation Reviews**

OPFOR validation reviews are a semi-annual check by threat experts to ensure threat operations are conducted in accordance with approved and unclassified threat models. TRADOC Deputy Chief of Staff Intelligence (DCSINT) conducts these validations as the Army OPFOR Executive Agent under AR 350-2. Teams made up of threat SMEs from TRADOC Schools and intelligence agencies review OPFOR doctrinal and capability replications during rotations and make recommendations for improvement and modernization. Specific issues for review are coordinated with CTCs prior to visits, however, observations on other issues may be included in the final report.

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## CTC Review Program, Continued

### **Focused rotations**

A focused rotation is a rotation with a supplemental data collection and feedback plan tailored by a TRADOC proponent for specific emphasis on doctrine, training, leader development, organizations, materiel, soldiers (DTLOMS) areas of interest.

Focused rotations are conducted on a non-interference basis through proponent observers. The schedule is developed by the CTC EA and approved by CTC commanders. The Center for Army Lessons Learned (CALL) facilitates the rotation with the CTC.

Working with proponents, the CALL coordinates a Combined Arms Assessment Team, assists in the development of a focused rotation collection plan, and disseminates lessons derived from the rotation.

See map on Focused Rotations for additional information.

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### **Leader Training Program/OC Academy (LTP/OCA) Exchange**

The primary purpose of this exchange is to facilitate the flow of ideas on LTPs/OCAs among maneuver CTCs in an effort to enhance the conduct of LTPs/OCAs.

CTCs will coordinate directly with each other to allow maximum flexibility in scheduling. Funding will be provided by each CTC.

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### **Orders Reviews**

Orders Reviews are conducted annually by BCTP and the Plans and Operations Division of each maneuver CTC to improve the quality of the scenarios and divisional orders issued to the client units.

CTCs will coordinate directly with BCTP to allow maximum flexibility in scheduling.

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## Observer/Controller (O/C) Augmentation

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### Background

AR 350-50, provides for TRADOC to fill shortfalls to authorized OPSGP TDA positions through permanent or augmentee assignments.

TRADOC uses the O/C augmentation program to address those shortfalls.

The training unit's MACOM is responsible for O/C augmentation for any elements above the standard rotation troop list as determined at the Initial Planning Conference.

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### References

AR 350-50, Combat Training Center (CTC) Program.

FORSCOM Reg 350-50-1, Training at the National Training Center.

FORSCOM Reg 350-50-2, Training at the Joint Readiness Training Center (JRTC).

TRADOC Reg 350-50-3, Battle Command Training Program (Draft).

TRADOC Reg 614-11, Tasking Support Procedures for Active Component Installations and Activities.

Msg, ATTG-ZA, 081800Z May 96, subj: CTC Operations Group Augmentation for Active Component Installations and Activities.

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## Observer/Controller (O/C) Augmentation, Continued

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### Process

Shortfalls in TDA authorized CTC O/C positions will be processed as shown below:

Suspense	Action
D (-) 120	OPSGP identifies existing O/C shortfall and forwards request for augmentation to DCST, TRADOC.
D (-) 100	DCST forwards request to TRADOC Central Tasking Office (CTO) who prepares tasking message for the proponent branch school(s).
D (-) 90	Schools provide augmentee names or request relief NLT 60 days prior to the exercise. Relief requests must be addressed to the DCST and signed "FOR THE COMMANDANT" by the school Chief of Staff or O6 equivalent.
D (-) 89 - D Day	DCST/CTC/proponent branch school update request every 14 days. Augmentee O/C conducts direct coordination with the OPSGP for training, travel, and mission requirements. Augmentee O/C conducts direct coordination with the OPSGP for training, travel, and mission requirements.

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### POC

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# Protection (Force), Safety and Risk Management

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## Background and scope

Maneuver, firepower, protection and leadership are the elements of combat power routinely exercised at CTCs. OPSGP commanders are provided with maximum flexibility to affect protection programs unique to the environment of the CTC and special needs related to a rotational unit's mission essential task list (METL). The cornerstone for all CTC protection programs is the Army's principal risk reduction tool, risk management.

Risk management is a five step process tailored to identifying and controlling hazards within all aspects of the CTC organization and rotational unit mission training:

- Identify hazards.
- Assess hazards to determine risks.
- Develop controls and make risk decisions.
- Implement controls.
- Supervise and evaluate.

Commanders, OPSGPs (COGs) are given great latitude in designing and administering protection plans for scenarios, force-on-force exercises, live fire exercises, after action reviews (AARs), take home packages (THPs), and O/C training programs. O/Cs at all levels are empowered with the authority to plan intervention strategies unique to the rotational unit's METL, Standing Operating Procedures (SOPs), level of training, and previous accident experience. The risk management process is specifically tailored for compatibility with the CTC Rules of Engagement.

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## Responsibilities

OPSGP.

- Develop and execute force protection programs and intervention strategies.
- Include training unit force protection program as part of the training analysis and feedback process.

Training Unit (TNG UNIT). Ensure safety and protection SOPs as part of rotational cycle.

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## Protection (Force), Safety, and Risk Management, Continued

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### References

AR 385-10, Army Safety Program.

FM 100-5, Operations.

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### POCs

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## Project Warrior (PW) Program

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<b>Purpose</b>	<p>PW is a professional development program composed of a two-year assignment as a CTC O/C followed by a two-year assignment at a TRADOC school as a small group instructor or doctrine writer. The program is designed to spread O/C knowledge and subject matter expertise throughout TRADOC and ultimately the Army at large.</p> <p>Close coordination between TRADOC (CTCD), US Army Total Army Personnel Command (PERSCOM), and USAREUR is required to ensure success of this program.</p>
<b>Eligibility</b>	<p>Company and field grade officers and noncommissioned officers on orders for or assigned to a CTC OPSGP as an O/C are eligible for the PW Program.</p>
<b>POC</b>	<p>CPT Garrett McGowan, DSN 552-8036, Comm (903) 684-8036, email: mcgowang@leavenworth.army.mil</p>

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# TRADOC Trends Reversal Program and TRADOC Remedial Action Program (T-RAP)

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<b>Purpose</b>	Trends Reversal and T-RAP are a Commander, TRADOC process to systematically prioritize and resolve issues affecting Army warfighting capabilities. Trends Reversal and T-RAP are aligned with the Army and Joint Remedial Action Programs (A-RAP/J-RAP) to provide a comprehensive system for issue resolution. The Trends Reversal Program is managed by CALL for the DCG, CA, TRADOC.
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<b>Responsibilities</b>	See TRADOC Regulation 11-13, TRADOC Remedial Action Program (T-RAP).
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<b>Procedures</b>	Issues submission. All proposed issues will be submitted to CALL. CALL will conduct initial analysis of all TRADOC proposed issues and, when appropriate, submit issues through ADCST-W, TRADOC to the DCG, CA, TRADOC for approval and entry into the system. Once entered, an issue is assigned to a TRADOC proponent for solution. Proponents develop action plans to resolve the issue in question or reverse the negative performance trend. CALL holds quarterly Trends Reversal Conferences to update current action plans and to introduce emerging trends and issues.
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<b>Issue Working Groups</b>	Composition. An issue working group will be formed for each issue accepted into T-RAP. The group will be led by action officers from the TRADOC agency given proponenty lead for issue solution development. Membership will also include the officers representing TRADOC agencies assigned a follow and support role in issue solution development. The lead action officer will provide a list of member names and telephone numbers to CALL.
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Meetings. Working Groups will meet as determined by the lead proponent action officers. Meetings may be in any format (VTC, face-to-face, email, conference, etc.) deemed appropriate by the action officer. CTCD and CALL will be informed of all formal meetings and VTCs scheduled.

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## TRADOC Trends Reversal Program and TRADOC Remedial Action Program (T-RAP), Continued

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<b>Research and Data Collection</b>	CALL Archive. All action officers are referred to the CALL Gateway and military analysts. CTC rotational data, as well as selected professional studies, are archived in the CALL Gateway. CALL analysts are also available to assist action officers in developing valid research methodology and collection instruments if additional research is required.
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<b>CTC Focused Rotation Program</b>	<p>The purpose of a focused rotation is for TRADOC schools/centers to gain information on areas of interest concerning existing doctrine, tactics, techniques, and procedures (TTP), as well as weapons systems and equipment.</p> <p>DCG, CA, through the CTCs, designates rotations at the four CTCs each year as focused.</p> <p>CALL is the EA for Focused Rotations.</p>
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<b>Reports</b>	<p>Action Plan. The primary report for Issue Working Groups is the Action Plan. See TRADOC Regulation 11-13 for detailed guidance.</p> <p>Action Plan Implementation. In-progress reviews (IPRs) will be routinely conducted as part of the quarterly Trends Reversal meetings hosted by Commander, CA.</p>
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## Chief of Staff, Army (CSA) Weekly Update

<b>Report</b>	CTC rotation schedule.
<b>Frequency</b>	Weekly (Thursday).
<b>Distribution</b>	HQDA (DAMO-TRC) for submission to Chief of Staff, Army (CSA).
<b>Staffing</b>	CTCD staffs weekly update with FORSCOM and CTCs on Mondays and submits to HQDA (DAMO-TRC) on Thursdays (via e-mail).
<b>Comments</b>	Update includes, by CTC, rotation number, training units, training dates, and estimated troop levels. For BCTP, this information is provided for BCTP Warfighter Exercises (WFX), Battle Command and Battle Staff Training (BCBST), and BCTP OPSGP D exercise support.
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# Center for Army Lessons Learned (CALL)

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## Support to CTC Program

CALL supports the CTC Program by:

- Managing the TRADOC Trends Reversal Program for the DCG, CA. Issue and trends are assigned to various TRADOC proponents for solution. CALL identifies the major trends from input and information gathered from the CTCs and conducts quarterly Trends Reversal Conferences to update current action plans and introduce emerging trends.
- Tasking appropriate commands, integrating centers, schools, and other activities within TRADOC to resolve issues in accordance with TRADOC priority issue sheet list.
- Providing feedback to units, schools, integrating centers, and agencies for input to enhanced Concept Based Requirements System (CBRS).
- Identifying and disseminating lessons learned impacting on DTLOMS.
- Publishing lessons learned newsletter and bulletins.
- Providing automated databases, including CTC data, accessible to authorized users.
- Developing and operating an automated information system to support and facilitate collection, analysis, and dissemination of lessons learned.
- CALL will facilitate bringing surface issues to conclusion. Using the CALL analytical methodology, analysts can leverage the extensive CALL data base and the CTCs with Focused Rotations to provide solutions. These tactics, techniques, and procedures (TTPs) are then published and disseminated to The Army. These publications often feed the doctrine and training strategy of the Army.
- CALL employs systems that capture and record how the Army learns and internalizes the lessons that are taught at the CTCs. This process is continuous and never ending.

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## Center for Army Lessons Learned (CALL), Continued

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### Executive Agent

CALL is the EA for the TRADOC Focused Rotation Program.

- A focused rotation is a CTC rotation with a supplemental data collection and feedback plan tailored by a TRADOC proponent for specific emphasis on DTLOMS areas of interest. Focused rotations are based on approved issues or trends and conducted by a Combined Arms Assessment Team (CAAT). Focused rotations are conducted on a non-interference basis through proponent observers who supplement the OPSGP O/Cs.
- CALL is the DCG, CA TRADOC's EA for the Focused Rotation Program. CALL is responsible for coordinating the annual focused rotation schedule and assisting proponents in planning and executing focused rotations.
- SMEs or observers from the TRADOC schools and centers conduct focused rotations on a non-interference basis. CALL provides the coordination, training and funding for these observers. CALL, through their Observation Division Chiefs at the CTCs, coordinates for right seat rides with the O/C teams during the conduct of a focused rotation.
- CALL will coordinate for and conduct no more than two focused rotations per CTC per FY. The issues for study will directly relate to a trends reversal issue. The team conducting the study will consist of all members of the Combined Arms Team. Lead proponents will ensure all members are present.
- The focused rotation schedule is an annual plan designed by CALL, coordinated with the CTCs, FORSCOM, and the schools, and approved by the DCG, CA.

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## Center for Army Lessons Learned (CALL), Continued

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**Observation  
Division (OD)  
Chiefs**

CALL has an officer currently assigned to each CTC. These officers, known as CALL OD Chiefs, serve as liaison officers between CALL and the CTC OPSGPs. These officers:

- Are responsible for the analysis of observations and information from all CTC related operations.
- Ensure data and information from rotations are complete and formatted for automatic transfer to CALL's data base.
- Conduct front end analysis of unit rotational data to identify issues and successful TTPs for possible dissemination to The Army.
- Collect semi-annual trends from the OPSGP O/Cs and assist CALL in coordinating the Focused Rotation Program.

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**CALL Gateway**

CALL Gateway is the electronic entrance to a virtual information center designed for and by military users. It provides operational and training lessons learned, TTPs, and research materials.

CALL has several hundred of its own newsletters and other lessons learned products available on line, to include the CTC Quarterly Bulletin and CTC Trends.

CALL Gateway can be accessed through the CALL Home Page at:  
<http://call.army.mil>

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# Section D

## CTC Program Pillars

### Overview

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**Purpose** This chapter describes the CTC Program pillars.

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**In this section** This section covers the following topics:

Topic	See Page
CTC Program Pillars	2-D-2
Operations Group (OPSGP)	2-D-3
Opposing Force (OPFOR)	2-D-5
Training Facilities (TNG FAC)	2-D-6
Training Unit (TNG UNIT)	2-D-8
Mission Support (MSN SPT)	2-D-9
Training Capability Requirement (TCR)	2-D-10

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# CTC Program Pillars

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## Background

The CTC Program uses a pillar concept for internal management use. The five pillars are:

- Operations Group (OPSGP) - Dedicated, doctrinally proficient, consisting of trained and experienced O/Cs.
- Opposing Forces (OPFOR) - Dedicated, realistic, thinking, capabilities-based, uncompromising opponent for the TNG UNIT.
- Training Facility (TNG FAC) - Simulated combat conditions.
- Training Unit (TNG UNIT) - Units undergoing CTC training organized for combat.
- Mission Support (MSN SPT) - Infrastructure that provides direct mission support to the CTCs, the TNG UNIT, and the environment.

Pillars provide structure for the resource prioritization process.

---

## Scope

Training at the CTCs is focused on the rotational Army unit and is conducted in accordance with current doctrine.

The scope of training at the CMTC, JRTC, and NTC is the brigade battlefield with focus on maneuver battalion task force (TF) operations.

The scope of training at BCTP is the Army Force (ARFOR)/Joint Forces Land Component Commander (JFLCC), corps, division, and Reserve Component (RC) brigade battlefield with focus on command and control. BCBST focuses on brigade level command and control for the RC.

Units establish objectives for CTC training based upon their unit METL, the commander's assessment of wartime missions, home station training programs, and unit proficiency.

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## Operations Group (OPSGP)

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<b>Objective</b>	A dedicated, doctrinally proficient OPSGP consisting of trained and experienced O/Cs.
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<b>Personnel</b>	The OPSGP consists of combined arms SMEs known as O/Cs, operations planners/scenario developers, and training analysts who:
------------------	---

- Design tactical/operational training exercises.
  - Observe individual and collective training performance.
  - Teach, coach, mentor, and train their unit counterparts.
  - Provide training performance feedback across the Battlefield Operating Systems (BOSs)/Operational Level Tasks (OLTs).
- 

<b>After Action Review/Take Home Packages (AAR/THP)</b>	The key to effective performance feedback is the AAR aimed at improving unit performance through self-evaluation. AARs allow the unit to determine what happened in a nonjudgmental way and to use immediate feedback to make corrections. The units are given a THP that documents the AARs and describes the units' strengths and weaknesses.
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<b>Training Strategy</b>	OPSGP O/C organization parallels that of the units undergoing CTC training. This strategy ensures sufficient personnel to measure the performance of individuals and units in battle and collective tasks and to assist in scenario execution. The O/Cs accompany the unit throughout all phases of force-on-force and live-fire training.
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The OPSGP develops realistic scenarios for the entire spectrum of military operations. BCTP OPSGP include Senior Observers (SROs) to teach, mentor, and coach unit commanders and participate in the training process.

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*Continued on next page*

## Operations Group (OPSGP), Continued

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<b>Organization</b>	The OPSGP of the maneuver CTCs (CMTC, JRTC, and NTC) are organized similarly. The OPSGPs at BCTP are organized to accommodate training of corps, division, RC brigade, and ARFOR commanders and their staffs within the simulation environment of the exercise.
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## Opposing Forces (OPFOR)

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<b>Mission</b>	Provide a dedicated realistic OPFOR that provides a thinking, capabilities-based, uncompromising opponent for the TNG UNIT.
<b>Capability</b>	<p>The maneuver CTCs' OPFOR replicate elements of divisions, airborne, and special operations units, local and regional forces. OPFOR possess weapons, fighting vehicles, uniforms, and equipment replicating designated opposition. OPFOR units operate according to TRADOC approved OPFOR models and are capable of role playing and portraying a variety of threats.</p> <p>The BCTP World Class OPFOR (WCOPFOR) consists of a battle staff, supported by computerized semi-automated forces (SAF) who provide a realistic challenge to US corps, divisions, and Army National Guard (ARNG) brigades undergoing BCTP training.</p>
<b>Organization</b>	The maneuver CTC OPFOR are based on MTOE or TDA billeted at each maneuver CTC. The OPFOR receive augmentation of combat, combat support, combat service support, contracted individuals, and units to fully execute their assigned training mission. OPFOR organization is validated by TRADOC DCSINT with advice and assistance from national intelligence assets.
<b>Training</b>	The OPFOR Commander is responsible for training the OPFOR and augmentees. He must ensure they portray the threat directed by the scenario and are capable of executing relevant missions. OPFOR are trained and certified by TRADOC DCSINT in the use and operation of assigned foreign materiel. The TRADOC DCSINT, with advice and assistance from national intelligence assets, develops and validates OPFOR doctrine.
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## Training Facilities (TNG FAC)

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**Background** A TNG FAC which simulates combat conditions. The training facility provides the environment within which the unit executes its METL and battle tasks, employs the combat power within its operating systems, experiences the demands of combat, and receives feedback on its performance measured against doctrinal standards.

CTCs use BBS modules to enhance battalion training and operations when insufficient land is available.

---

**Scope** Facilities and systems that directly support the training mission include resources expended to ensure that maneuver and training areas are managed, maintained, and available to train player units to standard. Also included are instrumentation, Training Aids, Devices, Simulators, and Simulations (TADSS), and other emerging technologies intended to enhance battlefield realism.

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**Elements** The TNG FAC consists of:

- Airspace and combat complexes.
- Civilians on the Battlefield (COBs).
- Instrumentation.
- Military Operations on Urbanized Terrain (MOUT) capability.
- Simulated battlefield or operational area, to include land assets (live fire and maneuver).
- Training analysis and feedback.

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*Continued on next page*

## Training Facilities, Continued

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**Primary objectives**

Provide feedback to the Army and joint/combined participants.

Provide a data source for lessons learned in order to improve DTLOMS.

---

**Supporting objectives**

Increase unit readiness for deployment and warfighting.

Produce bold, innovative leaders through stressful tactical and operational exercises.

Embed doctrine throughout the Total Army.

---

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---

## Training Unit (TNG UNIT)

<b>Background</b>	Units undergoing CTC training are organized for combat. Sponsoring MACOMs specify organizational troop lists for rotational units in respective MACOM regulations in accordance with (IAW) AR 350-50.
<b>Scope</b>	Includes resources to support task organization (combined arms), deployment costs, and operating tempo (OPTEMPO) of player units. Also includes costs to develop training parameters (task, condition, and standard) while ensuring doctrinal accuracy of training. Also see AR 350-50 and the CTC MP.
<b>Elements</b>	Organizational troop list.  Task organization with habitually associated combined arms units.
<b>Primary objectives</b>	Increase unit readiness for deployment and warfighting.  Produce bold, innovative leaders through stressful tactical and operational exercises.
<b>Supporting objectives</b>	Provide feedback to Army and joint/combined participants.  Provide a data source for lessons learned in order to improve DTLOMS.  Embed doctrine throughout the Total Army.
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## Mission Support (MSN SPT)

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**Objective**

An infrastructure that provides direct mission support to the CTCs, the TNG UNIT, and the environment. The MSN SPT infrastructure must be sufficient to support the CTC mission. MSN SPT is key to quality CTC training.

---

**Areas of Support**

The broad areas of support are as follows:

- Personnel, administrative, and quality of life support to personnel assigned to the OPFOR and OPSGP.
  - Direct mission support to the CTCs.
  - Direct mission support to the TNG UNIT.
  - Environment.
- 

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# Training Capability Requirements (TCR)

<b>Objective</b>	Training capability requirements (TCRs) are statements of capabilities required for the CTC Program and its CTCs to train warfighters.
<b>Sources</b>	<p>Sources:</p> <ul style="list-style-type: none"><li>• Battle Lab concepts.</li><li>• Center for Army Lessons Learned (CALL).</li><li>• Commander in Chief (CINC) Integrated Priorities Lists.</li><li>• CTC Community.</li><li>• Future operational capability requirements.</li><li>• Opportunities from technology.</li></ul>
<b>Applications</b>	<p>Articulate requirements to the Combat Developer (CBTDEV) and Materiel Developer (MATDEV) communities internal and external to the CTC Community.</p> <p>Provide training focus to CTC Program funding.</p> <p>Used as a yardstick for assessing the training merits of individual training efforts and the total CTC Program in aggregate.</p>
<b>Promulgation</b>	CTC MP.
<b>POC</b>	CPT Garrett McGowan, DSN 552-8036, Comm (903) 684-8036, email: <a href="mailto:mcgowang@leavenworth.army.mil">mcgowang@leavenworth.army.mil</a>

## Section E

### CTC Program Publications

#### Overview

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**Purpose** This chapter describes the publications which govern the CTC Program.

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**In this section** This section covers the following topics:

Topic	See Page
CTC Program Publications	2-E-2
CTC Program Web Site	2-E-4

## CTC Program Publications

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### **Introduction**

The following regulations establish policies, procedures, and responsibilities for management of the CTC Program.

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### **AR 350-50**

AR 350-50, Combat Training Center (CTC) Program, establishes policies, procedures, and responsibilities for Army-wide management of the CTC Program. Proponent is HQDA (DAMO-TRC).

Suggested improvements should be forwarded to HQ TRADOC (ATTG-UC), Fort Monroe, VA 23651-5000.

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### **MACOM Regulations**

FORSCOM Reg 350-50-1, Training at the National Training Center.

FORSCOM Reg 350-50-2, Training at the Joint Readiness Training Center.

USAREUR Reg 350-50, Combat Maneuver Training Center.

TRADOC Reg 350-50-3, Battle Command Training Program.

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### **CTC Master Plan (MP)**

The CTC MP is the principal planning process for CTC Program management. It focuses CTC Program initiatives on the Army's vision.

The CTC MP identifies and documents the resources required to implement the goals and objectives of the CTC Program. For the budget years, the CTC MP establishes an audit trail for program execution.

The CTC MP is prepared and maintained by CTCD, reviewed by the TGOSC, and approved by DCSOPS. It is updated annually and revised every two years, as necessary.

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*Continued on next page*

## CTC Program Publications, Continued

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**CTC Program Handbook**

Serves as a desktop, action officer oriented reference book for the CTC Program community

CTCD is the proponent.

Suggested improvements should be forwarded to HQ TRADOC (ATTG-UC), Fort Monroe, VA 23651-5000.

---

**POC**

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## CTC Program Web Site

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<b>Purpose</b>	Provide CTC Program web site information and location.
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<b>Overview</b>	<p>The CTC Program web site is an information based internet site which provides the CTC Program community with information about the CTC Program.</p> <p>The web site is divided into five main sections:</p> <ul style="list-style-type: none"><li>• Web links.</li><li>• Program Management.</li><li>• Publications.</li><li>• QR/CoC.</li><li>• Other Programs.</li></ul>
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<b>Address</b>	<a href="http://www-dcst.monroe.army.mil/ctc">http://www-dcst.monroe.army.mil/ctc</a>
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<b>Contents</b>	<p>Contents of each section:</p> <ul style="list-style-type: none"><li>• <b>Web Links:</b> Links to each CTC's web site and other military web sites of interest to the CTC Program, Department of Defense (DoD) acronym database, and the CTC Program FTP site.</li><li>• <b>Program Management:</b> Provides information and links to the CTC Program, program contacts, and program calendar of events.</li><li>• <b>Publications:</b> Online and download access to CTC Program specific publications (CTC Program Handbook, MP, AR/MACOM 350-50 series regulations). Links to other outside web sites that have publications relevant to the CTC Program (Joint/DoD pubs, Field Manuals, ARs, etc.).</li><li>• <b>QR/CoC:</b> Online schedule for CTC QRs/CoCs, CoC member rolodex, virtual QR read ahead files, and archived minutes/presentation of past QRs/CoCs.</li></ul>
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## CTC Program Web Site, Continued

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**Contents** (continued)

- **Other Programs:** Access to other CTC related programs and information, to include:
  - CTC's rotation schedule (linked to responsible MACOM schedule web page).
  - CTC Process Action Team (PAT) minutes and recommendations.
  - CTC Program Initiatives.
  - CTC 2010 briefs (TGOSC approved).

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**Suggestions**

The CTC Program web site provides information to the CTC Program community. Suggestions for improvement, information or other web links that should be included, should be forwarded to the webmasters listed below.

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**Webmasters**

CPT Garrett McGowan, DSN 552-8036, Comm (903) 684-8036,  
Email: [mcgowang@leavenworth.army.mil](mailto:mcgowang@leavenworth.army.mil)

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# Chapter 3

## Combat Training Centers

### Overview

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**Purpose** This chapter describes the mission, OPSGPs, and training rotation at BCTP and the mission and pillar characteristics of CMTC, JRTC, and NTC.

This chapter also describes the procedures for U.S. personnel or foreign personnel/units to visit or train at JRTC or NTC.

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**In this chapter** This chapter covers the following topics:

Section	Topic	See Page
A	Battle Command Training Program (BCTP)	3-A-1
B	Combat Maneuver Training Center (CMTC)	3-B-1
C	Joint Readiness Training Center (JRTC)	3-C-1
D	National Training Center (NTC)	3-D-1
E	Visit Procedures	3-E-1

## Section A

### Battle Command Training Program (BCTP)

#### Overview

---

**Purpose** This section describes the mission, OPSGPs, and training rotation at BCTP.

---

**In this section** This section covers the following topics:

Topic	See Page
Battle Command Training Program (BCTP)	3-A-2
Training Rotation	3-A-6

# Battle Command Training Program (BCTP)

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**Mission** Supports realistic, stressful training for ARFOR/JFLCC, Corps, Division, and Brigade Commanders and their staffs to assist the CSA in fulfilling his, or her, obligation to provide trained and ready units to win decisively on the modern battlefield and to conduct contingency operations worldwide. BCTP conducts computer assisted command post exercises in the mid-to high intensity level of combat. Also, the BCTP provides a vital source of experience-based information and data essential to DTLOMS to improve The Army. BCTP supports contingency operations and deployed unit training.

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**Location** BCTP is located at Fort Leavenworth, KS. Fort Leavenworth provides personnel, administrative, and quality-of-life support to personnel assigned to BCTP as well as mission support to exercise units attending BCTP for OPSGPs A and B exercises only.

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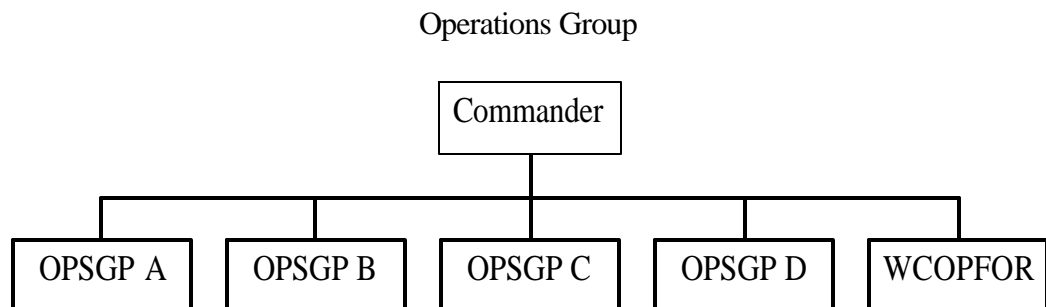
**Web site** <http://leav-www.army.mil/bctp/>

---

**Organization** BCTP has a headquarters, four OPSGPs, and a WCOPFOR. OPSGPs A and B work with active divisions and corps and ARNG divisions. OPSGP C (BCBST)) works with ARNG brigades. OPSGP D handles all Joint exercises. The WCOPFOR provides the OPFOR for OPSGPs A and B exercises only.

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**Organization Chart** Below is the BCTP OPSGP organizational chart:



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*Continued on next page*

## Battle Command Training Program (BCTP), Continued

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### **OPSGP**

OPSGPs consist of O/Cs or Observer/Trainers (O/Ts) who are branch qualified, doctrinal experts in their branch or specialty. The OPSGPs provide exercise design and control expertise and function through a combination of military and contractor personnel in operations and exercise control areas.

The supporting contractor furnishes SROs, workstation controllers, analysts for informal and formal AAR preparation, operations and exercise controllers, orders writing expertise, and technical support personnel.

---

### **OPSGPs A and B**

OPSGPs A and B are capable of conducting a division training rotation; both groups' assets will be required for the conduct of Corps and Advanced Warfighting Experiment (AWE). Each training rotation consists of a five-day battle command seminar conducted at Fort Leavenworth and a seven-day (Corps) or five-day (Division) WFX. Together the OPSGPs are capable of 14 division equivalent rotations per year. Corps rotations and the Prairie Warrior AWE equal two division equivalents each. High-, mid-, and low-intensity scenarios can be conducted using appropriate OPFOR order of battle.

Active Component (AC) seminars are held in the Permanent Seminar Facility at Fort Leavenworth. ARNG seminars occur in the Leadership Development Center just outside Fort Leavenworth. The National Simulation Center (NSC) and simulation centers Armywide will support WFXs. The Corps Battle Simulation (CBS) is the primary WFX driver. CBS may be included in a confederation of simulations for certain exercises.

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## Battle Command Training Program (BCTP), Continued

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### **Brigade Command and Battle Staff Training (BCBST) (OPSGP C)**

BCBST is manned with O/Ts who provide training support, exercise design, and control. The supporting BCBST contractor furnishes SROs, workstation controllers, analysts for AAR preparation, and technical support personnel. Brigade Battle Simulation (BBS) and JANUS are the primary Brigade Battle Exercise (BBX) training drivers.

Training units will include ARNG enhanced, divisional, and strategic maneuver brigade and battalion headquarters with subordinate supporting elements. These units will be task organized based on FORSCOM and National Guard Bureau (NGB) guidelines. Higher headquarters support in the form of a Corps Response Cell (CRC) or Division Response Cell (DRC) will be provided by the unit's AC aligned higher headquarters or the unit's organic ARNG division headquarters.

BCBST is capable of 14 brigade rotations per year. The Korean-based brigades of 2d Infantry Division (2ID) will be included in the rotation schedule during odd years. BCBST concentrates on high to mid-intensity scenarios using modernized OPFOR in various terrain.

Each training rotation consists of a five-day seminar at Fort Leavenworth and a three-day BBX at unit home station. BCBST provides its own OPFOR, a doctrinal, free-thinking opponent in direct support of OPSGP C. OPFOR exercise support will be provided as a deployable, stand-alone package. OPFOR support will focus on mid- to high-level tempo operations using modernized equipment.

---

### **OPSGP D**

OPSGP D is capable of observing Army organizations during joint exercises, in all levels of warfare, as they plan, prepare, and execute their assigned mission. OPSGP D augments OPSGPs A and B during WFXs where corps fights as a Joint Task Force (JTF). A tailored team of subject matter experts and O/Ts can be provided to assist and train unit leaders and staff.

OPSGP D is capable of providing seminars to units at their locations on a variety of JTF topics and can deploy an advanced party of Operating Systems experts within 24 hours of notification. At that time it can begin assistance and make an initial assessment of a unit's assistance needs.

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*Continued on next page*

## Battle Command Training Program (BCTP), Continued

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### OPSGP D (continued)

Within 72 hours of notification a team, tailored to meet specific needs identified by supported unit commanders and the OPSGP D, can be deployed. The training unit provides the simulation used in the training exercise. All training activities take place at the location specified by the sponsoring unit.

---

### World Class OPFOR (WCOPFOR)

The WCOPFOR replicates the operational art, doctrine, tactics, force structure equipment, and troop control processes of designated OPFOR during BCTP training rotations.

The WCOPFOR is manned by experienced officers and civilian contractors who receive intense training in OPFOR doctrine, tactics, and capabilities. The WCOPFOR fights under the same restrictions and limitations as the training unit using CBS and is required to perform extensive planning and preparation before each training event.

The WCOPFOR provides a doctrinal, free-thinking opponent for exercise units supported by OPSGP A or B. WCOPFOR exercise support is provided through NSC facilities under the control of the WCOPFOR (Forward) at the exercise unit's home station.

WCOPFOR can conduct operations in high-, mid-, and low-intensity combat scenarios in any of four different geographic locations: Korea, Central Europe, Southwest Asia (SWA), and Central America. During a WFX, WCOPFOR sends an element forward to the WFX location, while the bulk of the unit "fights" from the NSC.

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### POC

BCTP G3: DSN 552-5907, Comm (913) 684-5907, fax DSN 552-5939, Comm (913) 651-5044; email bctpg3@leav-emh1.army.mil

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# Training Rotation

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## Introduction

A BCTP training rotation consists of the following events:

- Initial planning conference - normally the month after a division/corps change of command.
  - Battle Command Seminar - 3-6 months after a change of command.
  - Start of Exercise (STARTEX) Conference - month after Seminar.
  - Warfighter Exercise (WFX) - 3-6 months after Seminar.
  - Final Exercise Report - sent to the training unit NLT 45 days after the WFX.
- 

## Initial Planning Conference (IPC)

The IPC is conducted at the unit's home station: The goals are:

- To familiarize the unit commander and staff with the BCTP methodology and organization and brief the rotation requirements and milestones.
  - Develop a plan/program for the Battle Command Seminar and publish a schedule and seminar order.
  - Do initial coordination for the WFX.
  - Specify facilities and equipment requirements for the WFX.
  - Conduct a site survey in conjunction with the IPC. The survey includes a thorough examination of the unit's home station Battle Simulation Center (BSC) to identify space, power, communications, and other equipment requirements for the WFX and how they will be met by the training unit and installation.
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*Continued on next page*

## Training Rotation, Continued

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### **Battle Command Seminar**

The Battle Command Seminar is normally held at Fort Leavenworth, KS. The unit's battle staff receives their initial mission brief on a Friday night. They work through the weekend to prepare a mission analysis for the Commander on Monday morning. The decision-making process is then followed through the rest of the week.

Other events include:

- Professional development workshops.
  - AAR on the unit's planning process.
  - Discussion on the WFX.
- 

### **Start of Exercise (STARTEX) Conference**

The STARTEX conference is held at the unit's home station. Its purpose is to detail all the starting conditions for the WFX. It is conducted by representatives from the BCTP OPSGP conducting the rotation and the training unit's higher headquarters.

The STARTEX conference results in a firm exercise design based on the unit's training objectives. A Memorandum of Agreement (MOA) is prepared listing:

- Competitive troop list.
  - Control Supply Rate (CSR).
  - Exercise timeline and flow.
  - All starting conditions for the exercise, weather, Special Operations Forces (SOF), Force Mod, Intel exchange, Road to War, etc.
  - Conduct of Fire Means (CFM).
  - Identify items that have yet to be decided.
- 

*Continued on next page*

## Training Rotation, Continued

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### WFX

The WFX is conducted at the unit's home station. Division, Brigade, and Corps Tactical Operations Centers (TOCs) deploy to field locations, normally within 15 km of the installation's BSC. Inside the BSC unit players simulate the subordinate units of the corps/division and fight the battle using the CBS. BSC players communicate with their higher headquarters using doctrinal means of communication only, making the simulation transparent to the commanders and staffs. The WCOPFOR also fights in CBS; however, they do so from the NSC at Fort Leavenworth, KS. The NSC and the installation BSC communicate using leased commercial phones lines, allowing a "real-time" battle to be fought.

BCTP provides O/Cs in each division, brigade, and separate battalion TOC. These O/Cs observe the unit's planning and conduct of operations, comparing what they observe with established Army doctrine. These observations form the basis of the comments made during the AARs.

The SRO for the warfighter is a retired three or four star general, personally selected by the CSA. The SRO's mission is to advise and mentor the senior leadership involved in the exercise and to ensure that BCTP executes the warfighter effectively. The SRO attends all the unit back briefs, AARs, and other meetings and provides observations and assistance throughout the exercise.

The exercise lasts five days for division and seven days for a corps and normally involves an attack or defense mission for the first 48-72 hours followed by the first AAR. After a 24-hour change of mission, the training unit conducts the second defense or attack. The final AAR is conducted on the last day of the exercise after the end of the mission.

---

### Final exercise report

Within 45 days of Warfighter End of Exercise (ENDEX), the OPSGP that ran the rotation compiles the AAR comments of the O/Cs, along with the WCOPFOR plan and execution of the exercise, and comments by BOS in a single binder. This, along with videotapes of both exercise AARs, is sent to the training unit. Copies are kept at BCTP and forwarded to the Army Knowledge Network (AKN) at Fort Leavenworth.

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## Section B

### Combat Maneuver Training Center (CMTC)

#### Overview

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**Purpose** This section describes the mission and pillar characteristics of CMTC.

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**In this section** This section covers the following topics:

Topic	See Page
Combat Maneuver Training Center (CMTC)	3-B-2
Operations Group (OPSGP)	3-B-4
Opposing Force (OPFOR)	3-B-6
Training Facilities (TNG FAC)	3-B-7
Training Unit (TNG UNIT)	3-B-9
Mission Support (MSN SPT)	3-B-10

# Combat Maneuver Training Center (CMTC)

<b>Mission</b>	<p>In a forward deployed environment, the CMTC provides joint and combined arms training focused on developing the leadership of battalion task forces in the mid- and high-intensity environments. The CMTC also conducts training for US and Allied brigades in both combined arms and/or stability and support operations and assists others to train echelons above brigade in Army and joint operations.</p>
<b>Overview</b>	<p>CMTC is USAREUR's premiere training center which provides European-based units with annual training in a live, force-on-force environment against a capable, thinking OPFOR.</p> <p>In conjunction with an established live fire facility at Grafenwoehr, CMTC provides units with the full range of training opportunities found at stateside training centers.</p> <p>NATO and other Allied forces often train at CMTC providing the opportunity for realistic joint and combined operations for USAREUR units.</p>
<b>MACOM Regulation</b>	<p>USAREUR Reg 350-50, Combat Maneuver Training Center.</p>
<b>References</b>	<p>Additional information such as training scope, focus and center's vision may be found in the following publications:</p> <ul style="list-style-type: none"><li>• AR 350-50.</li><li>• CTC Program Master Plan.</li></ul>
<b>Visitation</b>	<p>Visitors to CMTC must request approval from Command Group prior to visit. Country clearance for stateside visitors must be processed prior to arrival. Contact POC below to initiate visit approval process.</p> <p>Mission inbriefs and outbriefs to the Command Group and/or designated representative are expected.</p>

*Continued on next page*

## Combat Maneuver Training Center (CMTC), Continued

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<b>Web site</b>	<b><a href="http://hqaecmtc1.hohenfels.army.mil/">http://hqaecmtc1.hohenfels.army.mil/</a></b>
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<b>POC</b>	Telephone. CMTC S3: DSN 466-4458/4459; Fax 466-2419; Commercial from the US: 011-49-9472-83-4458/4459.
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	Mailing address. Commander, Operations Group, CMTC, Unit 28216, APO AE 09173.
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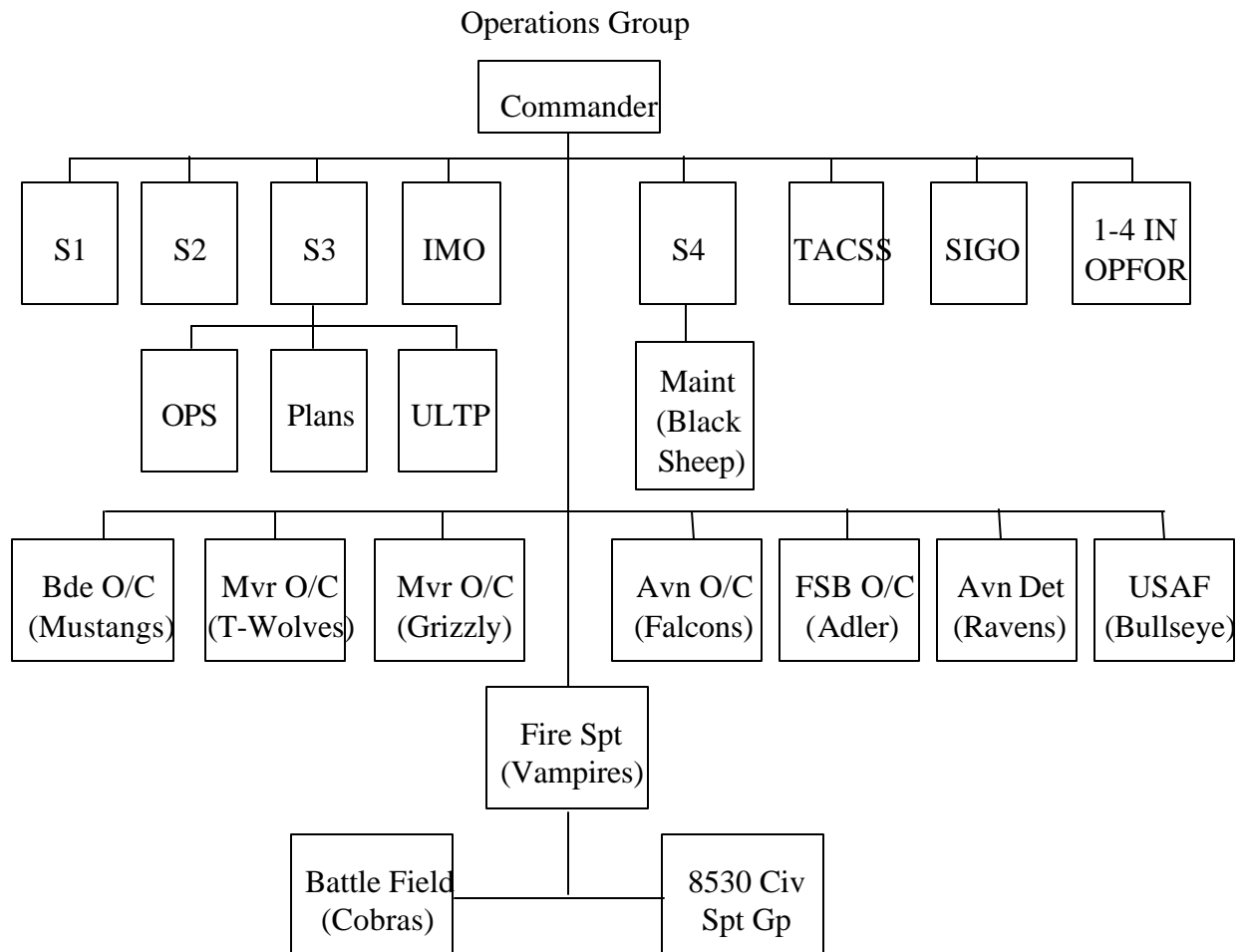
# Operations Group

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**Overview**      The CMTC OPSGP primary mission is to provide the training unit commander with a detailed and comprehensive assessment of the unit's go to war capability.

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**Organization**      Below is the CMTC OPSGP organizational chart:



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*Continued on next page*

## Operations Group, Continued

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### **Training Analysis Computer Support and Simulation (TACSS)**

The TACSS staff is responsible for the CMTC Instrumentation System (CMTC-IS) and the Training Analysis and Feedback (TAF) Facility. The CMTC-IS, incorporating MILES II, Simulated Area Weapons Effects by Radio Frequency (SAWE-RF), and a large array of computer hardware and software, collects and records battlefield events using audio, video, and digital mediums to link events to specific points in the battle. Events are captured and can be replayed for AARs and training feedback.

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### **Rules of Engagement (ROE)**

ROE for unit participation during training at CMTC can be found on CMTC web site (see address at page 3-B-3).

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## Opposing Force

<b>Opposing Forces (OPFOR)</b>	The OPFOR is capable of portraying threat forces from individual soldiers to a regimental size formation. The battalion is currently equipped with M60A3 tanks, M113A2 APCs, and UH-1 helicopters to replicate threat main battle tanks, BMPs, and HIND-Ds.
<b>Unit</b>	The 1st Battalion 4th Infantry Regiment has the mission of providing the CMTC with a WCOPFOR capability.
<b>Training Capabilities</b>	COB OPFOR soldiers portray regular forces, irregular forces, terrorists, and factional soldiers as required based on mission and scenario requirements. The OPFOR is augmented with a core of government civilians, assigned to the OPSGP, who replicate COBs as a part of the complex battlefield depicted in all rotations at the CMTC.
<b>OPFOR Information</b>	OPFOR vehicle/unit information for units preparing for training at CMTC can be found on CMTC web site.

# Training Facilities

<b>Overview</b>	CMTC is located at Hohenfels, Germany. Hohenfels is 45 miles south of the 7ATC Headquarters in Grafenwoehr, Germany, and 50 miles southeast of Nurnberg. Training facility consists of 44,000 acres.
<b>Force-on-Force</b>	<p>Main emphasis of training at CMTC remains battalion task force training. Due to the size of the CMTC maneuver box, limited brigade operations, with two battalion task forces simultaneously in the maneuver box, can be conducted. Characteristics of the CMTC battlefield include:</p> <ul style="list-style-type: none"><li>• Light through heavy intensity combat operations.</li><li>• Complicated battlefield scenarios (host nation forces, civilians, press, nongovernmental organizations).</li><li>• Closed and varied European terrain.</li><li>• Complex enemy situations (terrorist, motorized rifle regiment, conventional and uniformed forces).</li><li>• 360 degree security challenge (lines of communication and supplies).</li><li>• Out-station training location to provide doctrinal field trains/brigade support areas.</li></ul>
<b>CMTC-IS</b>	<p>A state of the art instrumentation system was fielded at CMTC in FY93. It provides the CMTC with the capability to track vehicles equipped with Vehicle Detection Devices (VDDs) and personnel wearing Personnel Detection Devices (PDDs).</p> <p>Mobile video units provide real time video shots of combat training operations that can be used in the AAR/THP process. Information and data collected during the exercise are processed into automated AARs that are digitally transmitted to mobile AAR sites in the exercise area.</p> <p>Recent upgrades to the CMTC-IS permit extended task force operations and Brigade Combat Team operations.</p>

*Continued on next page*

## Training Facilities, Continued

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**Military  
Operations on  
Urbanized  
Terrain  
(MOUT)**

CMTC has a non-instrumented MOUT village located within the maneuver exercise area. The MOUT site represents a small European village consisting of a town square, church, rathaus, and several other multi-story buildings. Training units are capable of conducting mounted and dismounted maneuver inside the MOUT site.

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**USAREUR  
Leadership  
Training  
Program  
(ULTP)**

ULTP that focuses on training battalion commanders and their staffs to synchronize their battlefield operating orders and plans through discussion, planning, and observation.

---

**Situational  
Training  
Exercise  
(STX)**

CMTC provides each unit training at CMTC the opportunity to conduct up to company level STX prior to deploying to the exercise maneuver area. STX lanes provide units the opportunity to rehearse combat actions and procedures. Training is setup and conducted by the unit commander. O/Cs are available to provide assistance/feedback as requested.

---

## Training Unit

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<b>Rotations</b>	<p>US Army Forces conduct 15 battalion task force size unit rotations per year.</p> <p>German Army Forces conduct at least 3 battalion (force-on-force) unit rotations.</p> <p>Other NATO units may conduct training at CMTC based on schedule/training available.</p>
<b>Scheduling</b>	<p>7ATC, USAREUR, is responsible for scheduling all units training at CMTC.</p> <p>Scheduling conferences are held annually at HQ 7ATC to lay out the CMTC schedule for the next two years.</p>
<b>Schedules</b>	<p>Updated schedules are maintained by CMTC OPSGP S-3 and can be found on CMTC web site or the CTC Program web site.</p>
<b>Reference</b>	<p>USAREUR Reg 350-50, Combat Maneuver Training Center, provides additional information on scheduling, planning requirements, and troop lists.</p>

---

## Mission Support

---

**Base  
Operations  
(BASOPS)**

282d Area Support Battalion provides CMTC with necessary and routine garrison support activities to include:

- Direct Support/General Support (DS/GS) maintenance.
  - Range operations and support.
  - Public Works and engineering support.
  - Medical.
  - POL/ammo facilities.
  - Other routine Base Operations (BASOPS) support.
- 

**Contractor  
Logistic  
Support (CLS)**

The CMTC-IS is maintained by Raytheon through a contract with STRICOM. The TACSS staff coordinates with Raytheon personnel for the daily maintenance and operation of the CMTC-IS.

---

**Mission  
Support  
Contract  
(MSC)**

CMTC does not have a separate MSC. Mission support activities and functions are provided through CLS contract, local national hires activities.

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## Section C

### Joint Readiness Training Center (JRTC)

#### Overview

---

**Purpose** This section describes the mission and pillar characteristics of JRTC.

---

**In this section** This section covers the following topics:

Topic	See Page
Joint Readiness Training Center (JRTC)	3-C-2
Operations Group (OPSGP)	3-C-4
Opposing Force (OPFOR)	3-C-5
Training Facilities (TNG FAC)	3-C-6
Training Units (TNG UNIT)	3-C-10
Mission Support (MSN SPT)	3-C-11

---

# Joint Readiness Training Center (JRTC)

---

<b>Mission</b>	Provides realistic joint and combined arms training focused on developing soldiers, leaders, and units of our nation's joint contingency forces for success on future battlefields. Train under tough, realistic combat-like conditions across a wide range of likely tactical operations and mission rehearsal exercises capable of fully integrating into higher level exercises and scenarios.
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<b>Overview</b>	JRTC provides advanced collective training to joint Army task forces consisting of Active Army light, air assault and airborne infantry divisions, 75th Ranger Regiment, selected RC forces, US Special Operations Command (USSOCOM), US Air Force Air Combat Command (ACC) units, and selected Navy and Marine units, all within the context of the Army joint training strategy and doctrine. These contingency forces are trained in deployment and tactical operations under realistic conditions of stability and support operations to war.
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The JRTC provides a realistic and positive training environment that allows leaders and soldiers to learn, exercise initiative, execute mission type orders, and deal with stress. JRTC provides accurate, objective feedback and lessons learned to rotational units, the Army as a whole, and to the joint community.

---

<b>MACOM Regulation</b>	FORSCOM Reg 350-50-2, Training at the Joint Readiness Training Center.
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<b>References</b>	Additional information such as training scope, focus and center's vision may be found in the following publications:
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- AR 350-50.
  - CTC Program Master Plan.
- 

*Continued on next page*

## Joint Readiness Training Center (JRTC), Continued

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<b>Visitation</b>	Visitors to JRTC must receive approval from the Command Group prior to visit. Contact the G-3 (POC below) to initiate visit approval process.
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Mission inbriefs and outbriefs to the Command Group (or designated representative) are required.

See map on Visit Procedures (page 3-E-2) for more information.

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<b>Web site</b>	<a href="http://www.jrtc-polk.army.mil/">http://www.jrtc-polk.army.mil/</a>
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<b>POC</b>	G-3, JRTC; Phone: DSN 863-1738; email: <a href="mailto:g3dptms@polk-emh2.army.mil">g3dptms@polk-emh2.army.mil</a>
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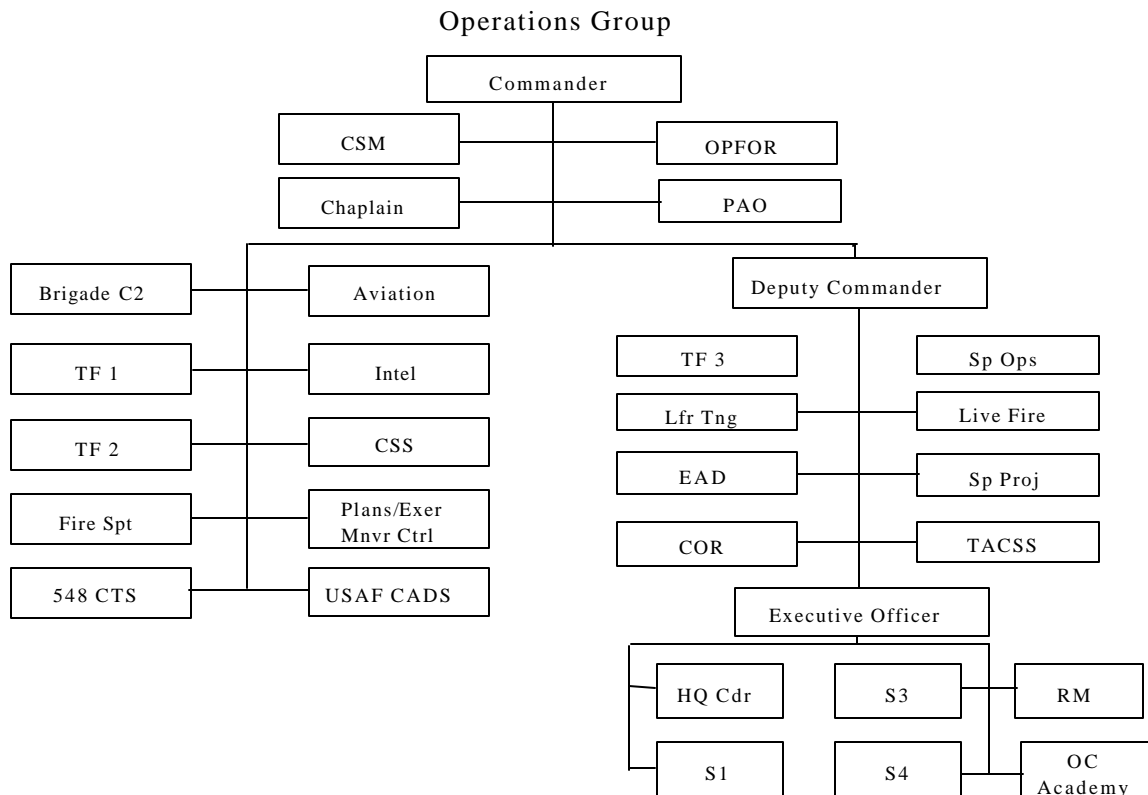
# Operations Group

**Overview** The JRTC OPSGP primary mission is to provide the unit commander with a detailed and comprehensive assessment of the unit's go to war capability.

**Responsibility** The OPSGP is responsible for:

- Scenario development and doctrinal accuracy.
- Planning and controlling rotation.
- Collecting and processing feedback data.
- Conducting AAR.
- Providing unit with THP.
- Doctrinally proficient O/Cs.

**Organization** Below is the JRTC OPSGP organizational chart:



## Opposing Force (OPFOR)

---

### OPFOR

During each rotation, the training unit is challenged by a world class, flexible, free-thinking capabilities-based OPFOR. The OPFOR stresses each system in the brigade task force and provides for a challenging training experience.

The OPFOR is organized along former Soviet TOE, with the capabilities based on the most proliferated systems worldwide. Equipment and tactics are based on both Western and Russian doctrine and TTP.

Equipment is a mix of Russian and American. OPFOR Rotary Wing assets are provided by contract through OTSA Threat Support Activity, Fort Bliss, Texas. Support is provided in the form of actual MI-24 (Hind), MI-17 (Hip), MI-8 (Mini-Hip), KA-32 (Helix), MI-2 (Hoplite), and AN-2 (Colt) aircraft providing for greater realism than by visually modified aircraft.

---

### Unit

1st Battalion, 509th Infantry (Abn) provides the command and control of the OPFOR that replicates a Motorized Infantry Regiment/Battalion. 1/509th Infantry (Abn) is augmented with units from:

- 2d Armored Cavalry Regiment (ACR) (Ft Polk).
  - Infantry units to provide additional dismounted infantry.
  - Engineer units providing engineer support.
  - MI units providing collection.
  - Air Defense units to provide air defense support.
-

# Training Facilities

<b>Overview</b>	JRTC is located at Fort Polk, LA. Training facility consists of 96,000 acres.
<b>Instrumentation</b>	The current instrumentation system was fielded in FY98. It provides the JRTC the capability to track vehicles equipped with VDDs and soldiers wearing PDDs throughout the battlefield and replay critical engagements back to the training unit during AARs.
<b>Force-on-Force</b>	<p>The main emphasis of training at JRTC remains the battalion task forces deployed in a brigade maneuver box. Characteristics of the JRTC force-on-force battlefield include:</p> <ul style="list-style-type: none"><li>• Complicated battlefield scenarios (host nation forces, civilians, press, Nongovernmental Organizations (NGOs)).</li><li>• Peace enforcement scenarios (Department of State, NGOs, Private Volunteer Organizations (PVOs) participation).</li><li>• Close and varied terrain.</li><li>• 360 degree security challenge (unsecured lines of communications (LOC)).</li><li>• Complex enemy situation (insurgent terrorists, conventional, and uniformed forces).</li><li>• Dependence on air LOC for sustainment.</li><li>• SOF integration (special forces, SEALs, aviation, Psychological Operations (PSYOP), and Civil Affairs (CA)).</li><li>• Mix of stability and support operations and mid-intensity missions.</li><li>• 1000 contacts per rotation for a brigade task force.</li></ul> <p>Corps Support Group/Area Support Group (CSG/ASG) and Level III medical units participate each rotation (Intermediate Staging Base (ISB) support).</p>

*Continued on next page*

## Training Facilities, Continued

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### Live Fire

Units conduct up to ten live fire exercises each rotation. Units have the flexibility to deploy their live fire elements early to complete live fires prior to the force-on-force exercise. Live fire exercises provide realistic combined arms and joint training for infantry companies and platoons, as well as SOF teams, operating in low- and mid-intensity environments under a variety of conditions. Live fire scenarios use realistic tactical missions that simulate combat and allow leaders and soldiers to solve tactical problems under live fire conditions. Units receive feedback in the form of written and oral AARs.

---

### Military Operations on Urbanized Terrain (MOUT)

JRTC's state of the art MOUT complex provides training units the unique opportunity to conduct up to battalion-sized force-on-force operations in a realistic MOUT environment.

The MOUT complex was completed in FY96 and consists of three separate sites to provide a varied training environment:

- Shughart-Gordon Village: 38 building complex that provides the focal point of MOUT operations.
- Self Airfield: An operational dirt airfield located north of main complex.
- Word Military Complex: located south of Shughart-Gordon, consisting of a three building, fenced compound.

**Live Fire:** Platoon-sized live fire exercises can be conducted within Shughart-Gordon.

**Instrumentation:** Limited number of buildings wired with audio/video capability. AAR facility available on-site.

---

### Training Outreach Program (TOP)

TOP is a four-day SOF train-up conducted at the rotational special forces unit's home station. Using the coach, teach, and mentor approach, SOF O/Cs from the JRTC assist the unit in its rotational preparation by providing practical applications of O/C training observations from previous rotations, successful battle management techniques and aids, and use of doctrinal products.

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*Continued on next page*

## Training Facilities, Continued

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**Echelons  
Above Division  
(EAD)**

EAD O/Cs observe and control all Corps level units participating in each JRTC rotation. Corps-level units include a support group headquarters and subordinate troop-listed units, medical brigade/group/battalion, corps-level hospital, preventative medicine, dental and air-ground evacuation units. EAD units supporting a JRTC rotation are employed IAW current doctrine and receive an AAR and THP based on rotational observations. EAD units are fully integrated into the scenario.

---

**Leader  
Training  
Program (LTP)**

LTP trains brigade and battalion commanders and their staffs to synchronize their battlefield through small group exercises on the JANUS simulation and AARs.

Small group instruction emphasizes the military decision-making staff estimate process, practical application of O/C training observations from previous rotations, successful battle management techniques and aids, staff battle drills, and use of doctrinal products.

LTP is built on the coach, teach, and mentor training approach with experienced coaches assisting and providing the Brigade leadership feedback on the staff planning process.

LTP is conducted 60 to 90 days prior to the unit's deployment to the JRTC.

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*Continued on next page*

## Training Facilities, Continued

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### **Command Post Exercise (CPX)**

JRTC, TRADOC, and NSC recognize that constructive simulation provides the rotational brigade the ability to exercise the infantry battalion staff. The JRTC scenarios are specifically designed to integrate the CPX battalion into the overall brigade scenario.

The CPX battalion staff operates from field locations (TOC, combat trains, and field train command posts), while company commanders and special platoon leaders execute tactical operations using JANUS. The JRTC CPX simulates all BOSs and manually integrates the live simulation (FTX) with the Constructive Simulation (CPX).

The CPX, like the FTX, has a tough, thinking OPFOR, COBs, host nation forces, and terrorists. Brigades are stressed and benefit from the CPX by the additional complexity provided by planning, coordinating, resourcing, and synchronizing a full-up, three infantry battalion, brigade task force.

---

### **Intermediate Staging Base (ISB)**

ISB operations are conducted at Alexandria Airfield and provide the brigade task force the opportunity to train on deployment procedures and organization, planning and pre-combat inspection at a forward staging area before commitment into the area of operation.

---

# Training Unit

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<b>Rotations</b>	<p>JRTC conducts 10 unit rotations per year:</p> <ul style="list-style-type: none"><li>• 8 Active Army (FORSCOM).</li><li>• 1 US Army Special Operations Command (USASOC) (to include Rangers).</li><li>• 1 ARNG.</li><li>• 1 Partnership for Peace (PFP) in odd years.</li></ul>
<b>Scheduling</b>	<p>FORSCOM is responsible for scheduling units to attend JRTC.</p> <p>FORSCOM scheduling conferences are normally held in 2d Qtr of each year, with a follow-up in 4th Qtr, to schedule units going to JRTC for the next four FYs.</p>
<b>Schedules</b>	<p>Updated schedules are maintained by Warfighting Training Branch, DCSOPS, FORSCOM, and are maintained on the FORSCOM web site:</p> <ul style="list-style-type: none"><li>• <a href="http://freddie.forscom.army.mil/ctc/">http://freddie.forscom.army.mil/ctc/</a></li><li>• Or accessed through the CTC Program web site.</li></ul>
<b>Reference</b>	<p>FORSCOM Regulation 350-50-2 provides additional information on scheduling, planning requirements and troop lists.</p>

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## Mission Support

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**Base  
Operations  
(BASOPS)**

The Fort Polk Garrison provides the JRTC necessary and routine operational and support activities to include:

- DS/GS maintenance support.
  - Range operations and support.
  - Public Works and engineering support.
  - Medical.
  - POL/ammo facilities.
  - Other routine BASOPS support.
- 

**Contractor  
Logistic  
Support (CLS)**

STRICOM is responsible for providing CLS for the Instrumentation System and O/C Communication System (OCCS).

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**Mission  
Support  
Contract  
(MSC)**

Mission Support activities are provided to JRTC by TRW Corp. Contract is administered by the TRADOC Contracting Activity, Ft Eustis, VA.

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## Section D

### National Training Center (NTC)

#### Overview

---

**Purpose** This section describes the mission and pillar characteristics of NTC.

---

**In this section** This section covers the following topics:

Topic	See Page
National Training Center (NTC)	3-D-2
Operations Group (OPSGP)	3-D-4
Opposing Force (OPFOR)	3-D-5
Training Facilities (TNG FAC)	3-D-6
Training Units (TNG UNIT)	3-D-9
Mission Support (MSN SPT)	3-D-10

---

# National Training Center (NTC)

---

## **Mission**

Provides realistic joint and combined arms training focused on developing soldiers, leaders, and units of America's Army for success on the 21st Century battlefield. The NTC trains up to a task organized brigade and selected division maneuver assets to conduct and rehearse operations across the spectrum of conflict from high intensity combat to stability and support operations. Also, NTC provides a vital source of experience-based information and data essential to doctrine, equipment, training and force development to improve the Army.

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## **Overview**

The NTC trains the Army's soldiers, leaders, and units for success on the modern battlefield through the use of challenging METL-based, force projection scenarios for battalion and brigade task forces opposed by a free thinking, robust OPFOR. Training feedback is given to soldiers, leaders, and staff at every echelon, platoon to brigade, using the AAR process.

The NTC will remain the centerpiece of heavy force training through integration of new technologies to simulate combat involving advanced, complex and adaptive forces. Additionally, utilization of emerging technologies will be maximized to record and categorize observations thoroughly and accurately to provide information and data essential to the development of doctrine and improvement of the force.

The NTC is uniquely equipped and organized to provide tough, realistic combined arms training according to joint operations doctrine for brigades/ regiments in a mid- to high-intensity environment, while retaining the training feedback and analysis focus at brigade level.

Annually, 10 brigade combat teams consisting of from four to seven battalion and squadron task forces (averaging approximately 5000 soldiers each rotation, to include brigade slice) rotate through the NTC for intensive combat training against an OPFOR highly trained in threat doctrine.

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*Continued on next page*

## National Training Center, Continued

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### Overview (continued)

During their 28-day stay at Fort Irwin, units experience 7 days of reception, staging, onward movement and integration (RSOI) operations, 14 days of tactical operations that include both force-on-force and live-fire training and 7 days of combat force regeneration.

Units, equipped with Weapons Engagement Simulation Systems, conduct training in areas containing sophisticated data collection and recording systems that provide a record of engagement for review, analysis, and use in planning and conducting training upon return to home station.

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### MACOM Regulation

FORSCOM Reg 350-50-1, Training at the National Training Center.

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### References

Additional information such as training scope, focus, and center's vision may be found in the following publications:

- AR 350-50, Combat Training Center Program.
  - CTC Program Master Plan.
- 

### Visitation

Visitors to NTC must receive approval from the Command Group prior to visit. Contact the G-3 (POC below) to initiate visit approval process.

Mission inbriefs and outbriefs to the Command Group (or designated representative) are required.

See map on Visitation Procedures (page 3-E-2) for more information.

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### Web site

<http://www.irwin.army.mil/>

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### POC

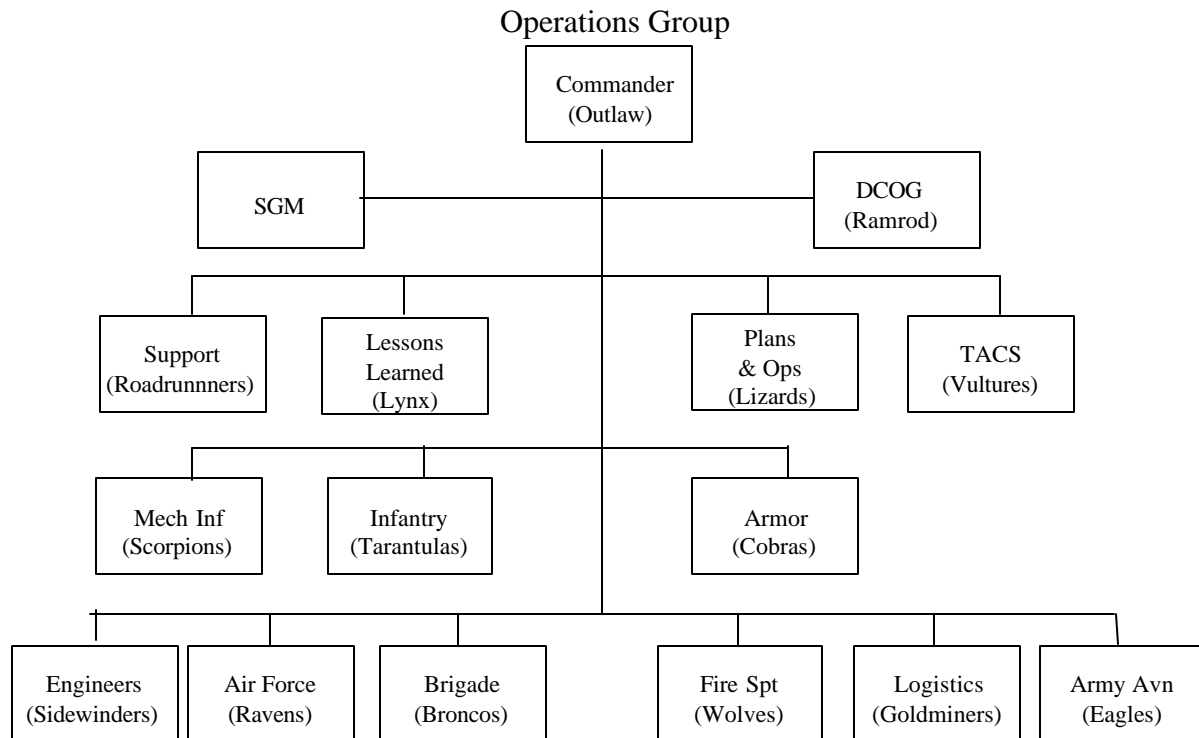
LTC Haverty, DSN 470-3322, Comm (760) 380-3322,  
email: havertyb@irwin-emhl.army.mil

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# Operations Group

**Overview** The NTC OPSGP primary mission is to provide the unit commander with a detailed and comprehensive assessment of the unit's go to war capability.

**Organization** Below is the NTC OPSGP organizational chart:



# Opposing Force (OPFOR)

---

## OPFOR

The NTC OPFOR, the 60th Guards Motorized Rifle Division, includes:

- Headquarters and Headquarters Troop.
- 11th ACR.
- 1st Squadron, 2d Squadron and Support Squadron 11th ACR.
- 58th Engineer Company.
- 511th Military Intelligence Company.
- Air Defense Battery (provisional) 11th ACR.
- C Company, 3/159th Aviation Battalion.

During each rotation three additional dismounted infantry companies and one engineer company augment the OPFOR. The infantry augmentation comes from active duty forces, RC forces, US Marines and/or Canadian/United Kingdom Army.

The US Air Force provides close air support for the OPFOR through the Air Warrior Program. Navy, Marine and Allied (UK) aircraft also participate in this program. Detachment C, 203d MI BN provides foreign vehicles and equipment for training and realism on the NTC battlefield.

The NTC OPFOR is a well-trained, highly motivated, capabilities-based, free thinking unit certified in OPFOR heavy threat style tactics and doctrine. It can replicate BMP equipped MRR(+) with some equipment shortfalls. This organization includes:

- actual intelligence and electronic warfare support
- maneuver units including infantry and antitank forces
- attack helicopter and fixed wing fire support
- mobility-counter mobility-survivability engineer efforts
- air defense assets
- battle command and control structure

The NTC replicates OPFOR artillery and chemical munitions through the instrumentation system. The OPFOR also has the capability to conduct unconventional warfare missions to support RSOI training missions.

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# Training Facilities

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<b>Overview</b>	The NTC is located at Fort Irwin, CA. Training facility consists of 640,000 acres.
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<b>Instrumentation</b>	The current instrumentation system was initially fielded in the early 1980s. It has undergone many major upgrades to keep its training capacity in line with the many changes in Army fielded equipment.
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Upgrades have included the addition of:

- an O/C Communication System (OCCS)
- a brigade instrumented live fire
- a Range Data Measurement System (RDMS) that uses Global Positioning System (GPS) to track personnel and vehicles equipped with SAWE/MILES II VDD/PDDs

NTC's current instrumentation system is expected to be replaced with a newer, integrated Objective Instrumentation System (OIS) by FY05.

---

<b>Live Fire (LF)</b>	<p>Live fire:</p> <ul style="list-style-type: none"><li>• Observes, controls, and trains heavy, light, and heavy/light mix battalion task forces and cavalry squadrons annually.</li><li>• Supervises and enforces scenarios, rules of engagement, and range and post policies.</li><li>• Observes task forces conducting LF operations under simulated combat conditions.</li><li>• Conducts extensive formal AARs at platoon, company, and task force level.</li><li>• Recommends changes in the areas of organization, equipment, and doctrine for battalion task force operations.</li></ul>
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*Continued on next page*

## Training Facilities, Continued

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### **Leader Training Program (LTP)**

LTP is a standardized program for brigade leaders designed to shift the leadership's entry level on rotational training to higher levels. The training is geared to the Brigade's METL and focused on the staff planning process and orders prep. Time is spent in terrain walks and recons.

Units prepare one or two operations orders that are actually played out using JANUS in concert with the ongoing force-on-force battle. Each unit is provided feedback throughout all phases of the program via AARs.

The program also sets the stage for RSOI by briefings on the local country study and political situation to the rotational unit.

LTP enables NTC to pre-develop leaders and staffs in tactical operations and logistics support from the theater logistics base to reduce the impact of learning shortcomings among those individuals so as to not create distracter to training their units once the actual rotation begins.

US Army Reserve (USAR) and ARNG leaders and staffs can also participate in an abbreviated LTP cycle (3 days versus 6 days) as they have available time and resources.

---

### **Force-on- Force**

The main emphasis of the training at NTC is the combined arms battalion task forces deployed in a brigade maneuver box. Characteristics of the NTC force-on-force battlefield include:

- Complicated battlefield scenarios (combined arms/light operations, special ops, joint air force, COB, RSOI).
  - Open desert type terrain.
  - Extended LOC for sustainment.
  - Mid- to high-intensity missions.
  - Digital operations.
  - Highly trained, mounted OPFOR, capable of high intensity, sustained operations.
- 

*Continued on next page*

## Training Facilities, Continued

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### **Air Warrior**

Air Warrior is a Commander, Air Combat Command (COMACC) sponsored exercise designed to provide training in a realistic Close Air Support (CAS) environment for ACC active and gained personnel.

COMACC through the Nellis analysis facilities directs deployment of combat air forces and Forward Air Control (FAC) aircraft with associated support equipment to Nellis Air Force Base and Tactical Air Control Parties (TACPs) with associated support equipment to Fort Irwin to participate in this training. As coordinated with COMACC, other non-ACC Air Force units/personnel may participate in Air Warrior.

Air Warrior also provides a data source for improving tactics and procedures and Theater Air Control System improvements through CAS/AI training in a realistic simulated combat environment.

The ground war is fought at Fort Irwin, and the air battle is flown from Nellis AFB.

---



# Training Unit

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**Rotations**

NTC conducts 10 unit rotations per year:

- 9 active army (FORSCOM).
  - 1 ARNG.
- 

**Scheduling**

FORSCOM is responsible for scheduling units to attend NTC.

FORSCOM scheduling conferences are normally held in 2d Qtr of each year, with a follow-up in 4th Qtr, to schedule units going to NTC for the next four FYs.

---

**Schedules**

Updated schedules are maintained by Warfighting Training Branch, DCSOPS, FORSCOM, and are maintained on the FORSCOM web site:

- <http://freddie.forscom.army.mil/ctc/>
  - accessed through the CTC Program web site.
- 

**Reference**

FORSCOM Reg 350-50-1, Training at the NTC, provides additional information on scheduling, planning requirements, and troop lists.

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## Mission Support

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**Base  
Operations  
(BASOPS)**

Fort Irwin, provides the NTC with the following support:

- DS/GS maintenance.
  - Range operations.
  - Public Works.
  - Medical.
  - POL/ammo facilities.
  - Other routine BASOPS.
- 

**Contractor  
Logistic  
Support (CLS)**

STRICOM is responsible for providing CLS for the instrumentation system (IS) and O/C Communications System (OCCS).

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**Mission  
Support  
Contract  
(MSC)**

Mission support activities are provided by STRICOM and are included under the CLS contract.

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## Section E

### Visit Procedures

#### Overview

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<b>Purpose</b>	This section describes the visit procedures for US personnel or foreign units/ personnel to visit or train at JRTC or NTC.
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<b>In this section</b>	This section covers the following topics:
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Topic	See Page
U.S. Personnel Visits to JRTC/NTC	3-E-2
Foreign Visits/Training at JRTC/NTC	3-E-5

---

# U.S. Personnel Visits to JRTC/NTC

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**Introduction** These are the procedures for U.S. personnel to request visits to JRTC or NTC. Procedures for requesting visits by foreign countries are addressed at page 3-E-5.

---

**Request** All requests for visits to JRTC and NTC must be submitted to FORSCOM by memo or AUDTODEN message for approval.

Memo address is: Deputy Chief of Staff of Operations  
ATTN AFOP-OCT  
US Army Forces Command  
1777 Hardee Avenue SW  
Fort McPherson, GA 30330-1062

AUTODEN message address: CDRFORSCOM FT MCPHERSON GA//

POC: MAJ Alexander, DSN 367-5330, Comm 404-464-5330

---

**Required information** Requests must include the following information:

- Name, rank and job description of senior visitor and other members in visiting party.
  - Primary and alternate visit dates.
  - Type of training/activity to be visited/observed.
  - Type of briefing(s) desired.
  - CTC personnel requested to attend briefing(s).
  - POC for additional information.
- 

**Approval process** Requests will be submitted to FORSCOM NLT 60 days prior to the desired visit date.

If approved by FORSCOM in concept, request is forwarded to the CTC Commander for approval/disapproval based upon rotational and visitor schedules.

If the CTC approves the visit, the CTC will coordinate directly with the requestor. If the request is disapproved, FORSCOM will notify the requestor.

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*Continued on next page*

## U.S. Personnel Visits to JRTC/NTC, Continued

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### Support capabilities

#### JRTC:

- Protocol and support facilities are extremely limited. Maximum size of visiting groups is limited to five personnel.
- Visit duration is normally limited to 24 hours, 48 hours for rotational unit chain of command.
- Rotational units inviting visitors must be prepared to support those visitors with organic assets.

#### NTC:

- Very limited billeting available for visitors. Visitors may be expected to find commercial lodging in the surrounding area. The nearest suitable facilities are 40 miles from the NTC.
  - NTC cannot support parties of more than 20 personnel. Normal requests should not exceed two groups of five personnel at a time. Requests will be evaluated on a case by case basis.
  - Rotational units inviting visitors must be prepared to support those visitors with organic assets.
- 

### Categories of visits

FORSCOM will prioritize visit requests by category. Concurrent visits by personnel from different categories are possible; however, a higher priority visit will take precedence when there is competition for resources.

Visit categories are:

- **Category 1:** Personnel participating in FORSCOM approved training. Rotational unit chain of command and HQDA, FORSCOM, and TRADOC staff officers having direct job involvement in the CTC.
  - **Category 2:** Distinguished U.S. military and civilians leaders who allocate resources and determine policy for the CTC, e.g. senior members of the Executive Branch, Congressional members and their staffs, and senior DA military and civilian leaders.
  - **Category 3:** Other distinguished and foreign visitors, to include industry leaders.
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*Continued on next page*

## U.S. Personnel Visits to JRTC/NTC, Continued

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### JRTC/NTC Protocol

Center Protocol telephone numbers are provided below for limited preliminary coordination that may be required to generate unit visit requests. Visit approval process does not begin until the visit request is received by HQ FORSCOM.

- **JRTC Protocol Office:**  
DSN 863-8974/1708 or Comm 318-531-8974/1708  
Fax DSN 863-1768 or Comm 318-531-1768
- **NTC Protocol Office:**  
DSN 470-3000 or Comm 760-380-3000  
Fax DSN 470-3916 or Comm 760-380-3916

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### POC

Mrs. Daggett, DSN 367-5039, Comm 404-464-5039, fax DSN 367-6328, email [daggettda@forscom.army.mil](mailto:daggettda@forscom.army.mil)

---

## Foreign Visits/Training at JRTC/NTC

<b>Purpose</b>	To describe procedures for individuals/groups from foreign countries to visit/train at JRTC/NTC.
<b>Reference</b>	AR 12-15, Joint Security Assistance Training (JSAT) Regulation  AR 350-50, Combat Training Center Program  AR 380-10, Technology Transfer, Disclosure of Information and Contacts with Foreign Representatives
<b>Foreign Visits</b>	<p>Pertains to individuals or groups of individuals, both civilian and military, from foreign countries to visit JRTC or NTC to observe training and how operations are conducted.</p> <p>Does not pertain to military units participating in training, training with U.S. Blue force units or OPFOR augmentation.</p> <p>Foreign country visits are governed by AR 350-50, approved at HQDA, and divided into two types:</p> <ul style="list-style-type: none"><li>• Foreign country initiated.</li><li>• U.S. initiated.</li></ul>
<b>Foreign Country Initiated</b>	<p>Procedures for a foreign country to visit JRTC or NTC for the purpose of observing training and operations are as follows:</p> <ul style="list-style-type: none"><li>• Foreign country submits request through their embassy in Wash DC.</li><li>• Embassy forwards request to HQDA (DAMI-IR).</li><li>• DAMI-IR sends request to Deputy Under Secretary of the Army (International Affairs) (DUSA (IA)) (SAUS-IA-IPR), HQDA (DAMO-TRC), and FORSCOM for coordination.</li><li>• DAMI-IR notifies embassy whether request is approved or disapproved.</li></ul>

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## Foreign Visits/Training at JRTC/NTC, Continued

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<b>U.S. Initiated</b>	<p>U.S. invitation to a foreign government for the purpose of having military officials visit a CTC are submitted by formal letter from the MACOM Commander through DUSA (IA) (SAUS-IA-IPR), through our appropriate embassy, to the foreign country's government.</p> <p>DUSA (IA) coordinates the request within DUSA (IA), HQDA (DAMO-TRC), FORSCOM, and the center.</p>
<b>Foreign Training</b>	<p>Pertains to military units that request to participate in blue force training, training with U.S. blue force units or OPFOR augmentation at JRTC or NTC.</p> <p>Does not pertain to individuals or groups of individuals, both civilian and military, from foreign countries desiring to visit JRTC or NTC to observe training and how operations are conducted.</p> <p>Foreign training requests are governed by AR 350-50, approved by HQDA, and divided into two types:</p> <ul style="list-style-type: none"><li>• U.S. initiated as a Reciprocal Unit Exchange (RUE).</li><li>• Foreign country initiated (usually done as part of Security Assistance Training (SAT) and funded by SAT.</li></ul>
<b>U.S. Initiated (RUE)</b>	<p>Procedures for requesting a U.S. initiated RUE are as follows:</p> <ul style="list-style-type: none"><li>• The MACOM HQ of the U.S. unit requesting a foreign unit to accompany and train with them during their scheduled JRTC/NTC rotation will submit a request to FORSCOM G3.</li><li>• FORSCOM G3 coordinates with the respective CTC and forwards request with an appropriate recommendation to HQDA (DAMO-TRC) for approval.</li><li>• HQDA sends memo granting approval through channels to requesting unit.</li></ul>

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*Continued on next page*



## Foreign Visits/Training at JRTC/NTC, Continued

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### Foreign Country Initiated

Procedures for a foreign country to train at JRTC/NTC are as follows:

- The foreign country submits their request through their embassy in Wash DC. The request must explain in detail:
  - Why this country and unit need to be trained at a CTC.
  - The purpose and objective of the training.
  - How the training will be funded.
  - Size and type unit.
  - Proposed dates.
  - Equipment needed.
  - Equipment to be brought from home station.
  - Any other information to assist in determining approval.
- The embassy sends the request to DUSA-IA.
- DUSA-IA coordinates with HQDA (DAMO-TRC) and FORSCOM to determine feasibility/recommendation.
- If approved, DUSA-IA forwards request to TRADOC Security Assistance Training Field Activity (SATFA).
- SATFA:
  - Coordinates details with CTC sponsoring MACOM to include cost of training.
  - Prepares cost estimate.
  - Prepares Letter of Offer and Acceptance and forwards to foreign country for signature.
  - Notifies all concerned of case acceptance/refusal.
- CTC initiates planning with participating foreign unit.

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### POC

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## Chapter 4

# CTC Life Cycle Management

### Overview

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**Purpose** This chapter describes the life cycle management, requirements/acquisition, and sustainment/integration processes for the CTC Program.

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**In this chapter** This chapter covers the following topics:

Topic	See Page
CTC Life Cycle Management Process	4-A-1
CTC Requirements/Acquisition	4-B-1
CTC System Sustainment/Integration	4-C-1

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## Section A

### Life Cycle Management Process

#### Overview

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**Purpose** This section describes the life cycle management, acquisition, and integration working group processes for the CTC Program.

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**In this section** This section covers the following topics:

Topic	See Page
Life Cycle Management Process	TBP
CTC Training Systems Acquisition	4-A-2
CTC Integration Working Group	4-A-5

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# CTC Training System Acquisition

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<b>Objective</b>	Apply appropriate procedure and process to the acquisition, modification, and sustainment of training systems (hardware and software) required for use at the CTCs. Deployed training support for force projection mission rehearsals, reconstitution of units post deployment/post combat operation.
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<b>References</b>	Department of Defense Directive 5000.1, DoD 5000.2-R.  Army Regulation 25-1, The Army Information Resource Management Program.  Army Regulation 70-1, Army Acquisition Policy.  Army Regulation 350-38, Training Device Policies and Management.
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<b>Application</b>	STRICOM is the proponent command for the CTC Training System Materiel Life Cycle Acquisition (MLCA), including post fielding maintenance and disposal. Authority, process, and procedures presented in referenced documents are the basis for all materiel acquisitions.  No acquisition will take place without appropriate requirements documentation issued by TRADOC and full cost funding issued by the appropriate funding source (e.g., project sponsor of HQDA TMA Program).
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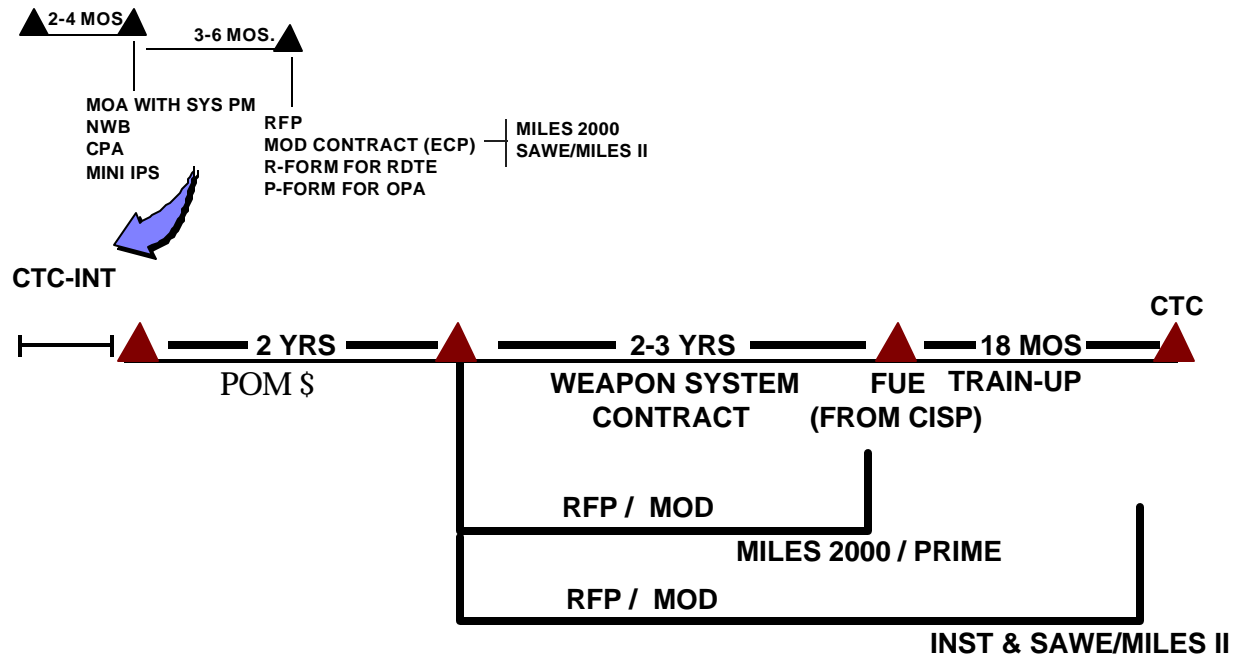
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## CTC Training System Acquisition, Continued

### Acquisition time line

Below is a representation of the acquisition process time line for CTC projects.

### ACQUISITION TIME LINE

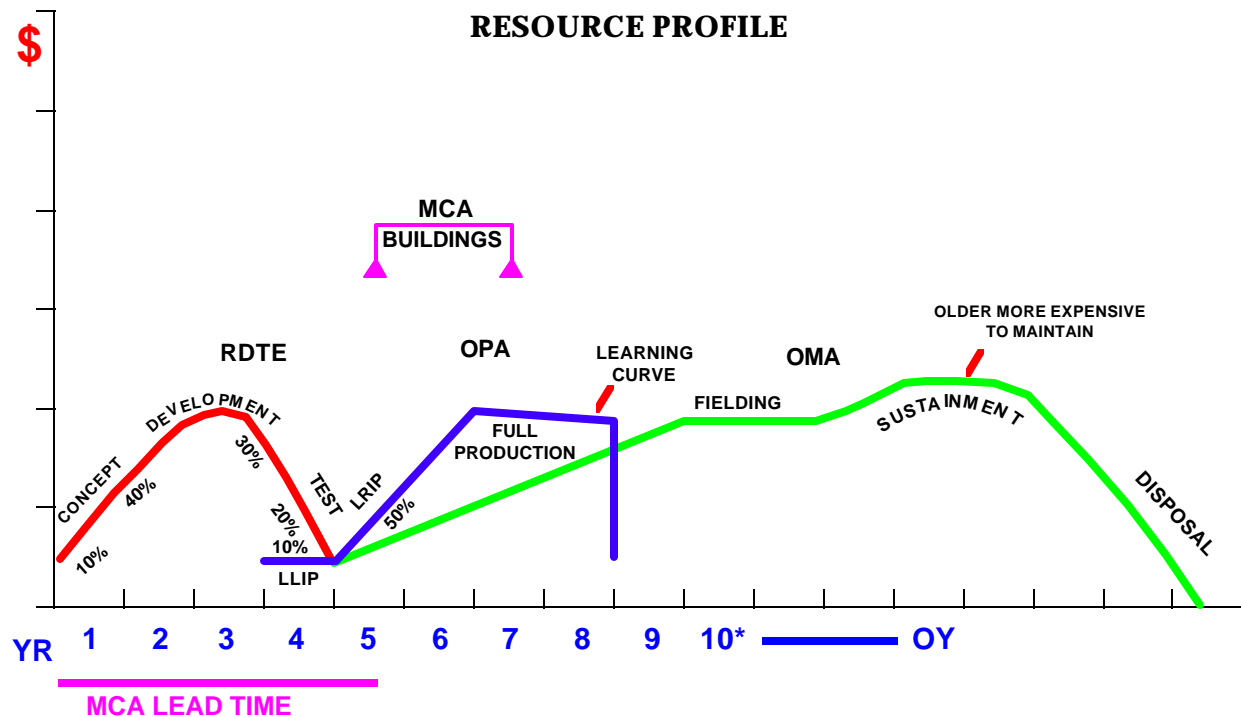


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## CTC Training System Acquisition, Continued

### Resourcing profile

Below is a representation of the CTC project resourcing profile:



### POC

Pre-fielding. Product Manager Live Training Systems (PM LTS), Project Manager Training Devices (PM TRADE), STRICOM, DSN 970-5200, Comm (407) 384-5200, fax DSN 970-5210.

Post fielding. Director of Logistics, STRICOM, DSN 970-3690, Comm (407) 384-3690, fax DSN 970-3777.

Combat Developer/Training Developer. Army Training Modernization Directorate, US Army Training Support Center, DSN 927-4714/4623, Comm (757) 878-4714/4623, fax DSN 927-1454.

# CTC Integrated Working Group (IWG)

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## **Mission**

The CTC IWG mission is to support the best training possible for soldiers and units at the Maneuver Combat Training Centers (MCTCs). The CTC IWG is a forum serving Joint Service interests. The CTC IWG meets to address technology, materiel development, acquisition, and CTC system integration issues impacting, directly or indirectly, on the MCTCs. MCTC related tactical and training systems used by U.S. Armed Services, Allied Organizations, and CTC OPFOR are the CTC IWG focus.

Solving problems, reducing costs, leveraging technology and acquisition, creating commonality, integrating actions, and sharing information are the principal objectives of the collective efforts.

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## **Charter**

The CTC IWG is chartered by the Commanding General, STRICOM, a major subordinate command of Army Materiel Command (AMC). STRICOM is the parent command for Project Managers (PMs) Combined Arms Tactical Trainer (CATT); Distributed Interactive Simulation (DIS); Instrumentation, Targets, and Threat Simulators (ITTS); and Training Devices (TRADE).

Product Manager Live Training Systems (PM LTS), Project Manager Training Devices (PM TRADE), is the appointed sponsor and host for the CTC IWG. The CTC IWG is independent and reports to no other body, only to members and their command.

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## **Membership**

Membership is open to all interested parties, Government, and commercial contractors. Attendance constitutes membership. Agenda and participation requirements are keyed to functional and technical action officers' knowledge and skill levels.

Call for agenda items and meeting date announcements are made to selected staff offices at MACOMs, STRICOM Integrated Project Teams (IPT), MCTC OPSGPs, and individuals previously participating (those who have indicated a desire for future notification). CTC IWG awareness is principally communicated through participants networks and "word-of-mouth."

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## CTC Integrated Working Group, Continued

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### Format

Meetings are conducted at STRICOM (deFlores Building), 12350 Research Parkway, Orlando, FL, and are facilitated by the host. The discussions and information sharing are “roundtable” seminar style. Official presentations are “stand up front,” structured, professional briefings. (Vugraph use is standard, but various other display media are available by request.)

Meeting agenda duration is three full days (0800-1700 each). The first day is “Government Only.” Participants are expected to remain involved for the full agenda time. Therefore, prior day arrival and following day departure are planning recommendations. “Sidebar meetings” are often conducted outside duty hours, both days.

---

### Scheduling

Generally, CTC IWG meetings are conducted semiannually, and as needed, during the last week of the selected month over a Tuesday through Thursday.

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### Responsibilities

Deputy PM LTS:

- Establishes agenda content and meeting structure.
- Organizes facilities support and facilitates/moderates meetings.
- Prepares and distributes minutes to participants.

STRICOM PM and CTC Team Project Directors (PDs):

- Provide Project Status Reports.
- Center representatives report on center specific events and issues.
- Proponents present special events and new concepts.

All participants:

- Provide appropriate functional and technical information input.
  - Act on assigned action items and report back to IWG.
  - Take leadership/reporting responsibility for assigned sidebar meetings.
  - Report CTC IWG results to their parent organization and activities.
  - Pay own expenses and make own travel and lodging arrangements.
- 

*Continued on next page*



## CTC Integrated Working Group, Continued, Continued

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<b>Minutes</b>	Minutes of the CTC IWG can be found on the STRICOM Home Page: <a href="http://stricom.army.mil">http://stricom.army.mil</a>
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<b>POC</b>	Steve Milburn, DPM LTS, DSN 970-5192, Comm (407) 384-5192, fax DSN 970-5185, email: milburns@stricom.army.mil
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## Section B

### CTC Requirements/Acquisition

#### Overview

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**Purpose** This section describes the acquisition process for new requirements for the CTC Program.

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**In this section** This section covers the following topics:

Topic	See Page
Establishing the Need	4-B-2
Developing the Requirement	4-B-4
Integrated Concept Teams (ICTs)	4-B-7
Military Construction Army (MCA)	4-B-13
Testing at CTCs	4-B-15

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# Establishing the Need

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**Introduction** Instrumentation supports CTC exercise planning, exercise control, training data collection, management, AAR and THP preparation and presentation, and is the link to external systems such as BBS, JANUS, Air Warrior, etc. Tactical Engagement Simulation (TES) is all force-on-force engagement simulations such as MILES, SAWE/MILES II, and Air Ground Engagement System II (AGES II). Targetry is the targetry arrays supporting live fire exercises and includes scenario development, control, and safety components. OPFOR systems are used by the WCOPFOR to simulate the threat's tactical capability (main battle tank, BMP, ASET IV, etc.)

---

**What is a Need** Needs may be identified by any CTC user and range from a system capability desired, but not present, to a real/apparent flaw in/problem with current system operation/capability.

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**Establishing the Need** This table lists the steps and their results to establish a need.

Step	Name	Process/Outputs
1	Identify Need	<ul style="list-style-type: none"><li>Describe need to chain of command.</li></ul>
2	Document Need	<ul style="list-style-type: none"><li>If need affirmed, submit to the Army Training Modernization Directorate (ATMD) onsite representative or mail to: ATMD, ATSC, Fort Eustis, VA 23604-5166</li></ul>
3	Need Processing	<ul style="list-style-type: none"><li>ATMD acknowledges receipt, logs, reviews and coordinates with responsible CTC, STRICOM and/or TRADOC agencies.</li><li>Clarification, if necessary, is obtained from the originator.</li><li>Need impact assessment conducted.</li><li>Results provided responsible agency(s) for priority, requirements development/documentation and resourcing.</li></ul>

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## Establishing the Need, Continued

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### Establishing the Need (continued)

Step	Name	Process/Outputs
4	Validation	<ul style="list-style-type: none"><li>• Depending on its nature, the need is addressed either as a Materiel Change Request (MCR), Software Change Request (SCR) or as a new requirement.</li><li>• If an MCR, it is validated per the appropriate Configuration Control Panel/Configuration Control Board (CCP/CCB) process.</li><li>• If a new requirement, it is either validated by an existing Operational Requirements Document (ORD) or requires a new or modified ORD.</li></ul>

**Note:** This process identifies and validates needs. It does NOT determine solutions to be implemented.

---

**Responsibilities** ATMD is charged with ensuring identified needs are properly documented and conform to established HQDA/TRADOC policy/doctrine.

---

**References** For information on responsibilities, see:

- AR 210-21, Army Ranges and Training Land Program.
- AR 350-38, Training Device Policies and Management.
- AR 350-50, CTC Program.
- TRADOC Reg 71-9, Requirements Determination.
- TRADOC Reg 350-70, Training Development Management, Processes and Products.
- US Army Training Support Center (USATSC) Training Developer's Procedural Guide for Training Devices Requirements Documentation, Vols I and II.

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**POC** George Angeloff, DSN 927-4714, Comm (757) 878-4714, email angelofg@atsc.army.mil

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# Developing the Requirement

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## **Introduction**

Instrumentation supports CTC exercise planning, exercise control, training data collection, management, AAR and THP preparation and presentation, and is the link to external systems such as BBS, JANUS, Air Warrior, etc. TES is all force-on-force engagement simulations such as MILES, SAWE/MILES II, and AGES II.

Targetry is the targetry arrays supporting live-fire exercise and includes scenario development, control, and safety override components. OPFOR systems are used by the WCOPFOR to simulate the threat's tactical capabilities (main battle tank, BMP, ASET IV, etc.)

---

## **Requirements analysis**

Once needs are validated and prioritized by appropriate agencies/authorities, requirements analysis results. Validated needs represent a deficiency requiring a solution; requirements analysis determines the nature and scope of the deficiency, establishes the most appropriate solution, and forms the basis for determining implementing costs.

Requirements analysis results in an appropriate requirements document. The type documentation depends on the nature of the requirement and the means by which it is resourced and implemented.

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## Developing the Requirement, Continued

### Documenting requirements

This table lists the steps and results of requirements documentation.

Step	Name	Process/Outputs
1	Select Document	<p>Resource the Requirement</p> <ul style="list-style-type: none"> <li>For simple/low cost fixes to existing systems, document as an MCR or SCR.</li> </ul> <p><b>Note:</b> Priorities are established by the user/user representative. Execution authority rests with the System Configuration Manager (MATDEV). Decision process follows the governing CCP/CCB procedures for the affected system.</p> <ul style="list-style-type: none"> <li>For moderately complex/complex requirements to existing systems with approved ORDs, the TRADOC proponent documents as a modification to the ORD.</li> </ul> <p><b>Note:</b> Priorities are established by appropriate governing CoC/TGOSC.</p> <ul style="list-style-type: none"> <li>For new requirements, the TRADOC proponent documents as an ORD.</li> </ul> <p><b>Note:</b> Priorities are established by appropriate governing CoC/TGOSC.</p>
2	Resource the Requirement	<ul style="list-style-type: none"> <li>Identify needed resources by appropriation.</li> <li>Obtain resources via appropriate means.</li> </ul>
3	Submit for Approval	<ul style="list-style-type: none"> <li>MCR approved by CCB process/Configuration Manager.</li> <li>ORD approved by HQ TRADOC after staffing with TRADOC's Training Device Requirements Review Committee (TDRRC).</li> </ul>
4	Requirement Execution	<ul style="list-style-type: none"> <li>MCRs or SCRs are executed by the MATDEV upon receipt of required funds.</li> <li>Approved ORDs are issued a Catalogue of Approved Requirements Document (CARDS) number by DAMO-FD and forwarded to the designated MATDEV for execution.</li> <li>Upon receipt of appropriate funding, the MATDEV executes ORD/Modified ORD requirements.</li> </ul>

**Note:** ATMD supports users in determining MCR requirements. ATMD executes ORD requirements with user support.

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## Developing the Requirement, Continued

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<b>Responsibilities</b>	ATMD, as the TRADOC proponent for instrumentation, TES, Targetry, and OPFOR systems, executes proponent requirements. ATMD executes those responsibilities in full partnership with appropriate proponent schools, the CTC, CTC sponsoring MACOM, and other agencies.
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<b>References</b>	<p>For information on responsibilities see:</p> <ul style="list-style-type: none"><li>• AR 350-38, Training Device Policies and Management.</li><li>• AR 350-50, CTC Program.</li><li>• TRADOC Reg 71-9, Requirements Determination.</li><li>• TRADOC Reg 350-70, Training Development Management, Processes and Products.</li><li>• USATSC Training Developer's Procedural Guide for Training Devices Requirements Documentation, Vols I and II.</li></ul>
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# Integrated Concept Teams (ICTs)

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**Introduction**      ICTs develop warfighting concepts and associated Field Operating Capabilities (FOC), determine warfighting requirements or solutions across the domains of DTLOMS, prepare or direct the preparation of DTLOMS requirement documentation necessary to attain required future capabilities, and to support requirements determination and documentation in TRADOC and other Army organizations with warfighting requirements determination functions. ICTs are the primary means for horizontal integration in the DTLOMS requirements determination process. A single ICT may identify the need for several different DTLOMS requirements to support a warfighting capability that crosses multiple branches or enduring battlefield functions.

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**Goal**                The primary goal of the ICT process is to shorten the requirements determination event of the acquisition process.

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**Characteristics**    Multi-disciplinary.

Members are empowered to make decisions.

Have a holistic “total force” perspective.

Seek DTLOMS solution sets.

Consider both conventional and innovative concepts and solutions.

Consider near-, mid-, and far-term capabilities and opportunities.

Can be informal or formal. Formal ICTs are chartered by HQ TRADOC.

Promote Horizontal Requirements Integration (HRI) and Horizontal Technology Integration (HTI).

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## Integrated Concept Teams (ICTs), Continued

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### **Establishment and Membership**

ICTs may be initiated by the TRADOC CG, DCGs, Deputy Chiefs of Staff (DCS) or School Commandants/Center Commanders. ICTs may be a living, standing team, have an event to organize, or have a product to deliver. CG TRADOC must be informed of initiation and the expected end date for the ICT. A general announcement should be made upon completion of the ICT activities.

Team membership depends upon the nature of objectives, but usually includes combat, materiel, doctrine, leader development, soldier, and training developers; research, development, and engineering center representatives; the test and evaluation community; appropriate academia subject matter experts; and industry (as appropriate). Membership facilitates analysis from many perspectives and the development of alternative solutions. Members must be authorized by their parent organization to make decisions.

The ICT work environment must foster an atmosphere that promotes crossing organizational boundaries and free-flow dialogue. The key to the success of an ICT is simplicity and flexibility. The individual initiating the ICT must make a determination whether to establish an informal or formal ICT depending on the mission or task assigned.

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### **Informal ICTs**

Informal ICTs will normally be established and conducted under the guidance of school commandants or center commanders who designate the ICT lead. These ICTs are used to develop or refine a branch or functionally unique concept or to accomplish DTLOMS integration for branch specific FOCs/Requirements.

The ICT lead will notify HQ TRADOC, Deputy Chief of Staff for Combat Developments (DCSCD) (appropriate functional directorate - Combat Arms Directorate (CAD); Command, Control, Communications, Computers and Intelligence Directorate (C4I); or Combat Service Support Directorate (CSSD)) of the establishment of an informal ICT via email and, as a minimum, the following information: ICT name, originator, deliverables and/or products, estimated completion date, participating organizations, POC name and contact information.

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## Integrated Concept Teams (ICTs), Continued

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### **Formal ICTs**

Scope. Formal ICTs are established for requirements determination efforts that impact multiple branches/branch concepts for FOCs. They have high management interest/visibility (HQDA, Office of the Secretary of Defense, or Congress), major joint service impact, or will require HQ TRADOC delegated authority or command level resources to conduct. These ICTs are formally approved and chartered by HQ TRADOC.

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### **Formal ICT Process**

Proposal. Formal ICTs will be initiated by submitting an ICT/concept proposal IAW TRADOC Pam 71-9, Requirements Determination (Appendix B), to the appropriate HQ TRADOC functional directorate. This will allow expeditious coordination of the emerging ICT as the “idea” stage before major command resources are expended. An email submission is acceptable. The appropriate HQ TRADOC functional directorate (CAD, C4I, or CSSD) will review the proposal for potential integration with other ICTs and with other TRADOC requirements determination efforts. A proposal response will normally be provided to the originator within 15 working days with appropriate directions, usually to develop and submit a charter for DCG TRADOC approval.

However, if other factors are involved (redundancy, change of scope, joint service implications, major command resource commitments, etc.), the HQ TRADOC functional directorate will accomplish necessary coordination (internal/external) prior to a final decision on the ICT’s scope and lead. Following this coordination, appropriate instructions will be forwarded to the originator and other impact organizations, including a designation of the ICT lead. Under these circumstances, the lead for the ICT may be an organization other than the originator of the proposal.

Charter. The ICT lead will then draft and coordinate the charter with all ICT participating organizations. The ICT charter will address, with sufficient detail for ICT planning and resource decisions, the same areas included in the ICT/concept proposal. A copy of this charter will be provided to the HQ TRADOC functional directorate for review and approved by the DCG and posted on the TRADOC Home Page. The ICT charter must have enough detail to allow HQ TRADOC to prioritize ICT support resources (analysis, battle lab experimentation, etc.) and coordinate with other requirements determination efforts.

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## Integrated Concept Teams (ICTs), Continued

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### Formal ICT Process (continued)

#### Planning and Execution.

- Establish ICT “Core” team and draft “ICT Action Plan” with milestone schedule, issues, and opportunities, and emerging taskings and support responsibilities.
- Forward ICT Action Plan and proposed meeting agenda to all known participants. This information will also be provided to other appropriate organizations with a request for a team member representative that is empowered to actively represent their organization on any issues, opportunities, or taskings identified in the action plan. This action plan must address how industry and academia will be invited to participate in appropriate ICT activities. Industry and academia participation must be coordinated with the ICT’s lead MATDEV representative (AMC or PM/Program Executive Officer (PEO)) and appropriate Army legal advisors. This plan should be accomplished in a manner to encourage broad and open participation by industry and academia early in the process.
- Convene the ICT, as necessary. Finalize the ICT Action Plan including supporting analysis, experimentation, resources and taskings/ responsibilities essential to develop ICT products and deliverables.
- Establish linkages to other related ICTs and with its affected or supporting organizations.
- Identify key/supporting warfighting concepts and potential warfighting solutions.

Conduct or oversee supporting analysis, experimentation, and force assessments or alternatives, as necessary.

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*Continued on next page*

## Integrated Concept Teams (ICTs), Continued

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### Formal ICT Process (continued)

#### ICT Results/Recommendations Approval.

- Develop ICT products or recommendations. Brief the results to the senior leadership of all impacted organizations. Resolve issues or forward unresolved issues through the chain of command to HQ TRADOC for resolution/guidance.
  - Forward ICT results to HQ TRADOC (ATTN: DCSDOC for doctrine solutions; DCST for training, leader development and soldier solutions; or DCSCD for organization and materiel solutions, as applicable) for action or decision and posting on the TRADOC Home Page.
  - Transition any follow-on ICT related efforts to responsible organizations for execution.
  - Dissolve ICT or transition to an appropriate follow-on ICT or AMC/PEO Integrated Product Team (IPT).
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### Coordination

HQ TRADOC functional directorates will coordinate individual ICT's with other ongoing TRADOC ICTs. Once an ICT is completed, these directorates will coordinate the results with other requirements determination and concept development efforts.

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## Integrated Concept Teams (ICTs), Continued, Continued

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### Additional Information

Additional ICT information and updates are available on the TRADOC web site to include:

- A list of HQ TRADOC functional directorate POCs responsible for specific areas of requirements determination.
- A list of ongoing ICTs.
- ICT result summaries (last 12 months).
- A Frequently Asked Questions (FAQ) section to distribute additional clarifying information and to document lessons learned from across the command.

Web site address: <http://www-tradoc.monroe.army.mil/dcsd/pubs.htm>

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### POC

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## Military Construction Army (MCA)

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**Definition**

A multi-year appropriation available for obligation for 5 years and used for acquisition, construction, installation and equipment of temporary or permanent public works, military installations, and facilities for which authorizing legislation is required.

Includes planning, acquisition of real estate (including cost of property and all related real estate operation costs), minor construction and other supporting activities.

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**Funding**

Attached below is a timeline model explaining the MCA funding process.

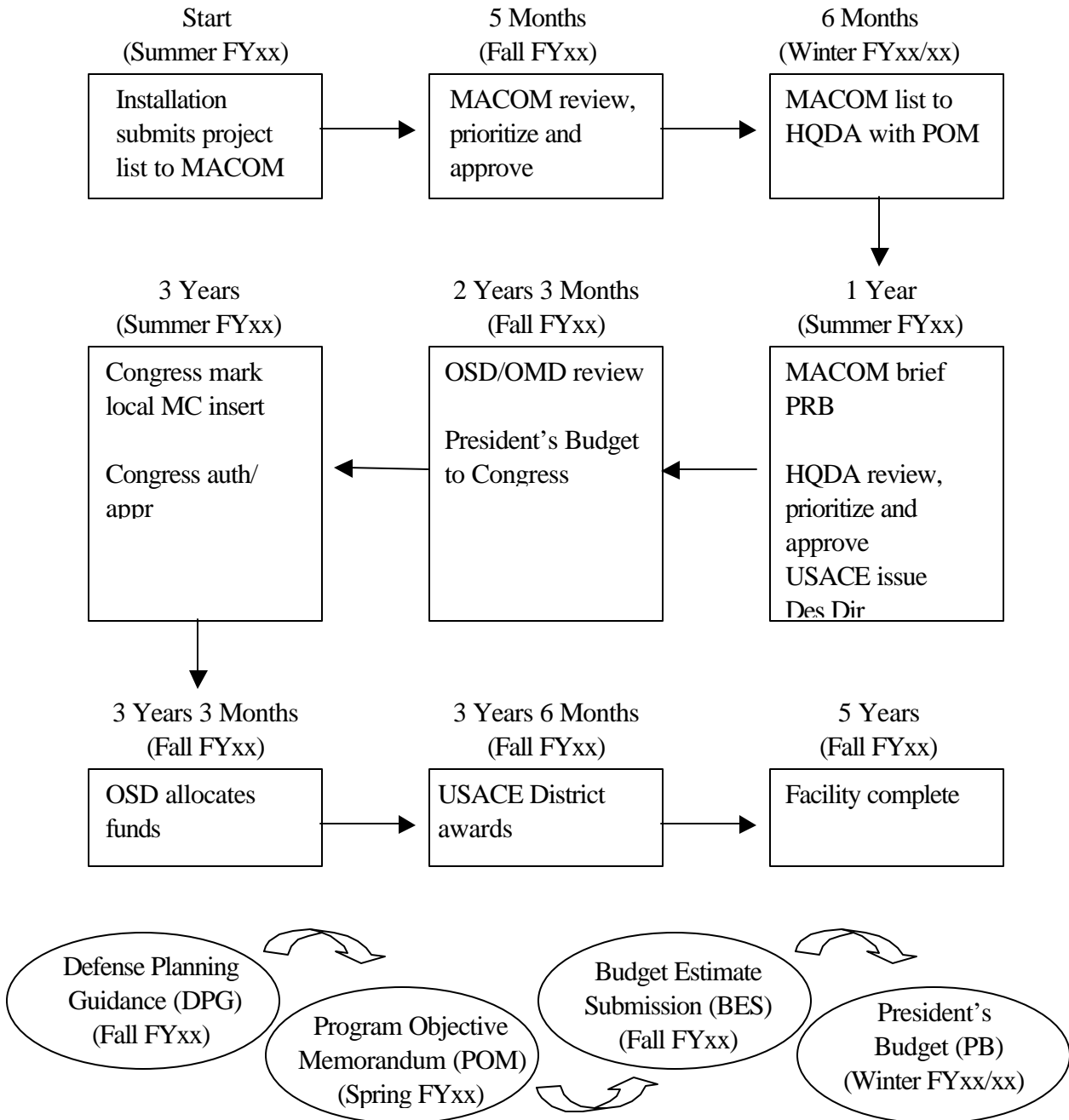
Note: Planning and programming timelines are critical because of the lengthy process to obtain funding.

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## Military Construction Army (MCA), Continued

### MCA FUNDING



## Testing at CTCs

<b>Purpose</b>	Provide general guidelines for gaining approval to conduct limited, informal testing of training devices/systems at the CTCs. These procedures outline the accepted process PM/PD must follow in order to test training devices at the CTCs.
<b>Testing at the CTCs</b>	<p>The primary mission of the CTCs is to train US Army forces in their METL and combat missions. To prevent conflicts with the CTCs' training mission, general testing and system/equipment validation are not permitted.</p> <p>IAW with AR 350-50, formal testing of systems and equipment is not conducted at the CTCs, except in rare circumstances such as Advanced Warfighting Experiments (AWEs).</p> <p>When approved through the appropriate MACOM command channels, limited data collection and testing of training devices (particularly those that will be used at the CTCs) may be conducted. Testing will not interfere with rotational unit training missions.</p>
<b>MACOM approval</b>	Requests to conduct informal/limited data collection or training system validation at the CTCs must be submitted through TRADOC (ATSC-ATMD) to the respective CTC MACOM headquarters for approval and processing. Data collection/system validation will not interfere with the rotation being conducted.
<b>Four phase process</b>	Once approved by the appropriate MACOM, PM/PDs must demonstrate that their system and test processes are ready for inclusion into the CTC maneuver box on a non-interfering basis to unit training. Following the four phase process below and close coordination with the SMEs within ATMD, MACOM, and the CTC will provide the necessary assurances.

*Continued on next page*



## Testing at CTCs, Continued

### Four phase process (continued)

Phase	Action
1	TRADOC/ATSC verification of form and fit, assessment/ validation of TES devices on the platform and operations capabilities.  <b>Note:</b> Based on an assessment plan and successful completion/ acceptance.
2	TRADOC/ATSC prove-out/train-up of soldiers/operators at FORSCOM designated installation, e.g., Fort Hood.  <b>Note:</b> Assessment plan to ensure standards/objectives/safety are met and the system is ready to move to the CTC.
3	Out-of-the-box assessment at the CTC.  <b>Note:</b> Purpose to ensure the system, with TES, operates at the CTC without frequency interference with the instrumentation or other systems.
4	In-the-box assessment at the CTC. Demonstrate connectivity/ integration with the CTC instrumentation system.  <b>Note:</b> Based on an assessment plan, once system has passed the wickets and acceptance by ATSC/TRADOC, the CG, CTC is briefed on the status and agrees the system is ready to play at the CTC.

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### POC

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## Section C

### CTC System Sustainment/Integration

#### Overview

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**Purpose** This section describes how equipment is sustained/integrated at the CTCs.

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**In this section** This section covers the following topics:

Topic	See Page
CTC Materiel Change Management	4-C-2
CTC Integration	4-C-4
CTC Systems Integration Checklist	4-C-7

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# CTC Materiel Change Management

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**Introduction** Over time existing systems require change to continue meeting user/mission requirements. Procedures are in place to govern the management of this change process.

Change usually results for one or more of the following reasons: safety, enhanced operational capability, energy conservation, cost savings, or deficiency correction.

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**The Process** This table lists the steps in executing Materiel Change Management.

Step	Name	Process/Outputs
1	Identify need	<ul style="list-style-type: none"><li>Describe need to chain of command.</li></ul>
2	Document need	<ul style="list-style-type: none"><li>Follow steps outlined for Document need.</li></ul>
3	Conduct CCP	<ul style="list-style-type: none"><li>CCPs are established at each CTC to facilitate user input to supporting system needs/deficiencies.</li><li>CCPs determine user priorities for noted deficiencies for existing systems.</li><li>CCPs operate according to procedures established to support each CTC.</li><li>MATDEV is represented at the CCP.</li></ul>
4	Conduct CCB	<ul style="list-style-type: none"><li>CCPs support execution of CCBs which are chaired by the Configuration Manager (MATDEV). ATMD and CTC are represented on the CCB.</li><li>CCB proceedings consider documented and validated user requirements.</li></ul>

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*Continued on next page*

## CTC Materiel Change Management, Continued

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### The Process (continued)

5	Requirement approval	<ul style="list-style-type: none"><li>• As a product of the CCB, MCRs and SCRs are approved or disapproved for development into Advance Change Study Notices (ACSN). Approved ACSNs are developed into Engineering Change Proposals (ECPs).</li><li>• Based on approved MCRs, the MATDEV either develops or causes a contractor to develop an ECP detailing how the requirement will be executed.</li><li>• ECPs are coordinated with both the CTC and ATMD.</li><li>• The approval authority is the Configuration Manager (MATDEV).</li></ul>
6	Resourcing and execution	<ul style="list-style-type: none"><li>• The MATDEV reviews ECP in coordination with CCB membership.</li><li>• Subject to availability of appropriate funding, ECP is approved.</li><li>• Contractor executes ECP.</li></ul>

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**Responsibilities** STRICOM is the MATDEV for most items coming before a CTC CCP/CCB. ATMD is either the proponent/user representative or TRADOC integrator for these requirements. Routine CTC ATMD interface and/or coordination will result in the most expeditious identification or best means to fulfill respective CTC needs/requirements.

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**References** For information on responsibilities see:

- AR 71-9, Materiel Requirements.
  - AR 350-38, Training Device Policies and Management.
  - USATSC Training Developer's Procedural Guide for Training Devices Requirements Documentation, Vols I and II.
- 

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# CTC Integration

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## Introduction

Army force modernization routinely creates corresponding needs to assure currency of instrumentation, TES, targetry, and OPFOR systems used at the CTCs. In addition, systems aging by extensive use and technology advances require constant monitoring to assure essential CTC needs are maintained.

Integration is the activity performed to assure all requirements are identified, included in appropriate requirements documents, and are resourced for MATDEV execution.

---

## Situation

Proponent schools develop weapon systems and supporting training device ORDs. These ORDs are reviewed by ATMD for determination of CTC program implications, and to assure appropriate requirements are in place for instrumentation, TES, and targetry needs. Routine interface with proponent schools, CTC, STRICOM, and weapons system PM (is maintained) to assure currency. Also, coordination with DCSINT and ATMD is accomplished to assure appropriate OPFOR capabilities keep pace.

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## Process

This table lists the steps and results of integration activities.

Step	Name	Process/Outputs
1	Maintain baseline CTC ORD	<ul style="list-style-type: none"><li>• Develop, staff and manage CTC related TES, instrumentation, targetry and OPFOR System ORDs.</li><li>• Align resources with respective ORDs.</li></ul>
2	Conduct needs assessment	<ul style="list-style-type: none"><li>• Perform appropriate steps identified in Conduct a Needs Assessment.</li></ul>
3	Conduct requirements analysis	<ul style="list-style-type: none"><li>• Perform appropriate steps identified in Conduct a Requirements Analysis.</li></ul>

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*Continued on next page*

## CTC Integration, Continued

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### Process (continued)

Step	Name	Process/Outputs
4	Review proponent school ORD	<ul style="list-style-type: none"><li>• Review weapons system ORDs to ensure CTC related needs are included.</li></ul>
5	Functional capabilities management	<ul style="list-style-type: none"><li>• Maintain currency with appropriate training system technology advances.</li><li>• Cause research and development initiatives to occur which support emerging CTC training support needs.</li><li>• Support technology integration initiatives which enhance capability, minimize manpower, and save resources.</li><li>• Integrate joint capabilities/requirements using appropriate procedures.</li></ul>
6	Prioritization	<ul style="list-style-type: none"><li>• Ensure needs/requirements receive leadership attention during prioritization activities.</li><li>• Maintain status list of priorities and keep all key agencies informed.</li><li>• Ensure priorities and supportive resources match.</li></ul>
7	Maintain coordination	<ul style="list-style-type: none"><li>• Maintain currency of ATMD, CTC, STRICOM, CTCD, DCSINT, and sponsoring CTC MACOM on respective project status, priorities, and resources.</li></ul>

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**Responsibilities** ATMD, as TRADOC Program Integration Office for Live Training (TPIO-Live), is charged with the responsibility of effecting functional requirements integration across all live training systems, including the CTC. Full cooperation/involvement of all CTC agencies is essential to assure needs/requirements are identified, documented, and integrated when/as/how appropriate.

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## CTC Integration, Continued

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### References

For information on responsibilities see:

- AR 70-1, Army Acquisition Policy.
  - AR 210-21, Army Ranges and Training Land Program.
  - AR 350-38, Training Device Policies and Management.
  - AR 350-50, CTC Program.
  - TRADOC Reg 71-9, Requirements Determination.
  - TRADOC Reg 350-70, Training Development Management, Processes, and Products.
  - TRADOC Pam 350-70-1, Guide for Producing Collective Training Products.
  - USATSC Training Developer's Procedural Guide for Training Devices Requirements Documentation, Vols I and II.
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### POC

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# CTC Systems Integration Checklist

<b>Purpose</b>	To provide a general checklist for Government and contractor personnel responsible for integration of new systems/equipment into CTC ISs.
<b>Overview</b>	<p>Without proper integration into all aspects of the CTC ISs, new training devices, equipment and systems will not function properly or cause systemic problems within the Core Instrumentation System (CIS).</p> <p>To assist both Government and contractor personnel in the integration of new systems into CTC ISs, a checklist has been developed to ensure critical IS functional areas are properly integrated. This checklist covers the following IS areas:</p> <ul style="list-style-type: none"><li>• Software (A)</li><li>• Hardware (B)</li><li>• Frequency (C)</li><li>• Planning (D)</li><li>• Contract and Maintenance (E)</li><li>• Training (F)</li><li>• Documentation (G)</li></ul>
<b>Checklists</b>	<p>The following pages provide detailed checklists for each of the above functional areas which need to be addressed in systems integration.</p> <p>These checklists are general guidelines to assist in the integration effort. They can and should be expounded upon in order to ensure proper new systems integration into the CTC ISs.</p> <p>Recommended changes to these checklists can be forwarded to the MATDEV for the CTC Program (POC listed below).</p> <p>To ensure standardization for integration among the three MCTCs, changes to checklists should be addressed as an agenda item at STRICOM's semi-annual IWG.</p>
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## CTC Systems Integration Checklist, Continued

### Software

Required tasks for software integration.

#	Task	Standard
A-1	Verification of Y2K compliance	Government receives a written statement from the contractor that all software is free of Y2K problems. Description of Y2K testing done to reach this conclusion.
A-2	Complies with Interface Control Document(s) (ICD) and existing system interfaces	Government and contractor evaluate inputs and outputs of the new system for compliance with the appropriate ICD(s). Also the new system interacts with existing systems correctly. Rule of thumb is new systems comply with old systems. PD of new system should be prepared to fund, if necessary, the changes to the existing systems to fully integrate.
A-3	Impact study on data storage and LAN load requirements performed	Government and contractor will evaluate data storage and LAN load requirements of the new system. If the new system's requirements degrade CIS stability or performance, the new system will provide the necessary upgrade(s) if required.
A-4	Impact study on Man-Machine-Interface (MMI) requirements performed	Government and contractor will evaluate any impacts to the existing MMI introduced by the new system. The new system will provide all required resources for updates to the MMI.

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## CTC Systems Integration Checklist, Continued

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### Hardware

Required tasks for hardware integration.

#	Task	Standard
B-1	Space, utility and environment requirements determined	Government and contractor will evaluate and provide all space, utility and environment requirements for the new system.
B-2	Coordinate shipping and storage	Government directs the contractor where and how to ship items as required. Should be fully coordinated with the Government prior to shipping. Storage space for items determined.
B-3	Proper property accountability	All new equipment has been picked up on the correct property book. Ensure all equipment correctly handreceipted.
B-4	Replaced hardware disposition instructions completed	Government has determined disposition instructions for old hardware. Coordination with contractor on executing the disposition instructions complete.
B-5	Obtain Air Worthiness Release (AWR)	Contractor and Government obtain all required AWRs, both for equipment mounted on an airframe and equipment as cargo.

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## CTC Systems Integration Checklist, Continued

**Frequency** Required task for frequency integration.

#	Task	Standard
C-1	Frequency verification	Spectrum Management Engineering and Control System (SMECS) has verified and deconflicted all frequencies used by the new system. JF-12 must be generated and approved/received by system developer and provided to frequency manager.

**Planning** Required tasks for planning.

#	Task	Standard
D-1	Integration requirements determined	Government has determined the integration requirements for the new system in writing.
D-2	Time line developed	Government and contractor have developed the project time line. Included in time line: <ul style="list-style-type: none"><li>• Decision points and decision criteria.</li><li>• Resource requirements.</li><li>• Testing schedule.</li><li>• Documentation delivery schedule.</li></ul>
D-3	Acceptance criteria developed	Government program office develops the test plan and acceptance criteria in writing. <ul style="list-style-type: none"><li>• Risk mitigation plan.</li><li>• Life cycle costs.</li></ul>

*Continued on next page*

## CTC Systems Integration Checklist, Continued

### Contract Maintenance

Required tasks for contract maintenance.

#	Task	Standard
E-1	Contract modified	Government modifies all appropriate contracts to support new system. Contract modifications are in place at the time of system acceptance. SOW must be provided prior to contract mod.
E-2	Support package	Correct quantity of spares on hand at system acceptance. Required test and maintenance equipment have been provided to Operations & Maintenance (O&M) contractor at system acceptance. All documentation, baseline software, and references have been provided to O&M contractor at system acceptance.
E-3	Special tools; kits; Test Measurement and Diagnostic Equipment (TMDE)	Government and contractor determine all required special tools, kits, TMDE, and calibration requirements. Government ensures O&M contractor has the identified equipment and procedures.

### Training

Required task for training.

#	Task	Standard
F-1	New equipment training (NET)	O&M contractor provided NET. Government plans and provides required training to Government and military personnel.

*Continued on next page*

## CTC Systems Integration Checklist, Continued

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**Documentation** Required tasks for documentation.

#	Task	Standard
G-1	Drawings	Existing drawings affected by new systems will be redlined by the system development contractor.* All other drawings delivered as part of the contract requirements are subject to audit.  *To reflect changes made due to the integration of the new system.
G-2	System documentation	All contractual software and hardware documentation shall be delivered by system turnover to the O&M contractor.

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# Annex A

## Acronyms

Acronym	Explanation
A-RAP	Army Remedial Action Program
AAR	After Action Review
ABO	Army Budget Office
AC	Active Component
ACC	Air Combat Command
ACR	Armored Cavalry Regiment
ADCST-W	Assistant Deputy Chief of Staff for Training - West
AGES II	Air Ground Engagement System II
AKN	Army Knowledge Network
ALRPG	Army Long-Range Planning Guidance
ALRTP	Army Long-Range Training Plan
AMC	Army Materiel Command
AMSCO	Army Management Structure Code
ARFOR	Army Force
ARI	Army Research Institute
ARNG	Army National Guard
ASA(M&RA)	Assistant Secretary of the Army (Manpower & Reserve Affairs)
ASET IV	Aircraft Survivability Equipment Trainer IV
ASG	Area Support Group
ATC	Army Training Command
ATMD	Army Training Modernization Directorate
AWE	Army Warfighting Experiment
AWR	Air Worthiness Release
BA	Budget Activity
BASOPS	Base Operations
BBS	Brigade Battle Simulation
BBX	Brigade Battle Exercise
BCBST	Brigade Command and Battle Staff Training
BCTP	Battle Command Training Program
BLTM	Battle Level Training Model
BOIP	Basis of Issue Plan
BOS	Battlefield Operating System

*Continued on next page*



## Acronyms, Continued

Acronym	Explanation
BSC	Battle Simulation Center
C4I	Command, Control, Communications, Computers and Intelligence
CA	Civil Affairs
CAC	Combined Arms Center
CAC	Combined Arms Center
CAD	Computer Aided Design
CALL	Center for Army Lessons Learned
CAS	Close Air Support
CASCOM	Combined Arms Support Command
CATS	Combined Arms Training Strategy
CATT	Combined Arms Tactical Trainer
CBRS	Concept Based Requirements System
CBS	Corps Battle Simulation
CBTDEV	Combat Developer
CCB	Configuration Control Board
CCP	Configuration Control Panel
CEAC	Cost and Economic Analysis Center
CFM	Conduct of Fire Means
CG	Commanding General
CINC	Commander in Chief
CIS	Core Instrumentation System
CLS	Contractor Logistic Support
CMORE	Civilian Manpower Obligation Reporting and Execution
CMTC	Combat Maneuver Training Center
CMTC-IS	CMTC Instrumentation System
COB	Civilians on the Battlefield
CoC	Council of Colonels
COG	Commander, Operations Group
COMACC	Commander, Air Combat Command
CPX	Command Post Exercise
CRC	Corps Response Cell
CSA	Chief of Staff, Army
CSG	Corps Support Group
CSR	Control Supply Rate



## Acronyms, Continued

Acronym	Explanation
CTA	Common Table of Allowances
CTC	Combat Training Center
CTCD	Combat Training Centers Division
CTD	Collective Training Directorate
DCG	Deputy Commanding General
DCS	Deputy Chief of Staff
DCSCD	Deputy Chief of Staff for Combat Developments
DCSDOC	Deputy Chief of Staff for Doctrine
DCSINT	Deputy Chief of Staff for Intelligence
DCSOPS	Deputy Chief of Staff for Operations and Plans
DCSRDA	Deputy Chief of Staff for Research, Development and Acquisition
DCSRM	Deputy Chief of Staff for Resource Management
DCST	Deputy Chief of Staff for Training
DIS	Distributed Interactive Simulation
DPG	Defense Planning Guidance
DRC	Division Response Cell
DRM	Directorate of Resource Management
DS	Direct Support
DTLOMS	Doctrine, Training, Leader Development, Organizations, Materiel, Soldiers
EA	Executive Agent
EAD	Echelon Above Division
ECP	Engineering Change Proposal
ENDEX	End of Exercise
EOR	Element of Resource
EUSA	Eighth US Army
FAC	Forward Air Control
FAD	Funding Authorization Document
FOC	Field Operating Capabilities
FORSCOM	Forces Command
FTX	Field Training Exercise
FY	Fiscal Year
GOCO	Government Owned Contractor Operated

## Acronyms, Continued

Acronym	Explanation
GPS	Global Positioning System
GS	General Support
HQDA	Headquarters, Department of the Army
HRI	Horizontal Requirements Integration
HTI	Horizontal Technology Integration
ICD	Interface Control Document
ICT	Integrated Concept Team
IIQ	Initial Issue Quantity
INSCOM	Intelligence and Security Command
IPC	Initial Planning Conference
IPT	Integrated Product Team
IS	Instrumentation System
ISB	Intermediate Staging Base
ITTS	Instrumentation, Targets, and Threat Simulators
IWG	Integrated Working Group
J-RAP	Joint Remedial Action Program
JANUS	Joint Army Navy Uniform Simulation
JFLCC	Joint Force Land Component Commander
JRTC	Joint Readiness Training Center
JTA	Joint Table of Allowances
JTF	Joint Task Force
LF	Live Fire
LIN	Line Item Number
LOC	Lines of Communication
LTP	Leader Training Program
LTS	Live Training Systems
MACOM	Major Army Command
MCR	Materiel Change Request
MCTC	Maneuver Combat Training Center
MDEP	Management Decision Package
MATDEV	Materiel Developer
MCA	Military Construction, Army
METL	Mission Essential Task List
MILES	Multiple Integrated Laser Engagement System

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## Acronyms, Continued

Acronym	Explanation
MLCA	Materiel Life Cycle Acquisition
MMI	Man-Machine Interface
MOA	Memorandum of Agreement
MOC	Management of Change
MOUT	Military Operations on Urbanized Terrain
MP	Master Plan
MSC	Mission Support Contract
MSN SPT	Mission Support
MTOE	Modified Table of Organization and Equipment
NET	New Equipment Training
NGB	National Guard Bureau
NGO	Nongovernmental Organization
NSC	National Simulation Center
NTC	National Training Center
O/C	Observer/Controller
O&M	Operations & Maintenance
OCAR	Office of the Chief, Army Reserve
OCCS	Observer/Controller Communications System
ODISC4	Office of Directorate of Information Systems for Command, Control, Communications, and Computers
ODP	Officer Distribution Plan
OIS	Objective Instrumentation System
OLT	Operational Level Task
OMA	Operations and Maintenance, Army
OPA	Other Procurement, Army
OPFOR	Opposing Forces
OPSGP	Operations Group
OPTEMPO	Operating Tempo
ORD	Operational Requirements Document
O/T	Observer/Trainer
PAT	Process Action Team
PBC	Program Budget Committee
PBG	Program Budget Guidance
PD	Project Director
PDD	Personnel Detection Device

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*Continued on next page*

## Acronyms, Continued

Acronym	Explanation
PE	Program Element
PEO	Program Executive Officer
PEG	Program Evaluation Group
PERSCOM	Personnel Command
PFP	Partnership for Peace
PM	Project/Product Manager
PM LTS	Product Manager, Live Training Systems
PM TRADE	Project Manager, Training Devices
POL	Petroleum, Oils and Lubricants
POM	Program Objective Memorandum
PPBES	Planning, Programming, Budgeting and Execution System
PPBS	Planning, Programming, and Budgeting System
PMR	Program Management Review
PR	Program Review
PRT	Program Resources Team
PST	Program Support Team
PSYOP	Psychological Operations
PVO	Private Volunteer Organization
PW	Project Warrior
QR	Quarterly Review
RC	Reserve Component
RDA	Research, Development and Acquisition
RDMS	Range Data Measurement System
RDTE	Research, Development, Test and Evaluation
RMO	Resource Management Office
ROE	Rules of Engagement
RSOI	Reception, Staging, Onward Movement, & Integration
RUE	Reciprocal Unit Exchange
2ID	2d Infantry Division
SAF	Semi-Automated Forces
SAWE-RF	Simulated Area Weapons Effects by Radio Frequency
SAT	Security Assistance Training
SATFA	Security Assistance Training Field Activity
SCR	Software Change Request
SEAL	Sea-air-land Team

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## Acronyms, Continued

Acronym	Explanation
SGA	Standards of Grade Authorization
SIO	Standard Installation Organization
SME	Subject Matter Expert
SMECS	Spectrum Management Engineering and Control System
SOF	Special Operations Forces
SOP	Standing Operating Procedure
SOW	Statement of Work
SRO	Senior Observer
STARTEX	Start of Exercise
STRAC	Standards in Training Commission
STRICOM	Simulation, Training and Instrumentation Command
STX	Situational Training Exercise
T-RAP	TRADOC Remedial Action Program
TACSS	Training Analysis Computer Support and Simulation
TADSS	Training Aids, Devices, Simulators, and Simulations
TAF	Training Analysis and Feedback
TAP	The Army Plan
TCR	Training Capability Requirement
TDA	Table of Distribution and Allowances
TDRRC	Training Device Requirements Review Committee
TES	Tactical Engagement Simulation
TF	Task Force
TGOSC	Training General Officer Steering Committee
THP	Take Home Package
TMA	Training Mission Area
TMA PR	Training Mission Area Program Review
TMDE	Test, Measurement, and Diagnostic Equipment
TMG	TRADOC Manpower Guidance
TNG FAC	Training Facility
TNG UNIT	Training Unit
TOC	Tactical Operations Center
TOE	Table of Organization and Equipment
TOP	Training Outreach Program
TPIO-Live	TRADOC Program Integration Office for Live Training
TRADOC	Training and Doctrine Command

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## Acronyms, Continued

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Acronym	Explanation
TRM	Training Resource Module
TTP	Tactics, techniques and procedures
TWV	Tactical Wheeled Vehicle
TWVRMO	Tactical Wheeled Vehicle Requirement Management Office
UFR	Unfinanced Requirement
UIC	Unit Identification Code
ULTP	USAREUR Leader Training Program
USAFMSA	US Army Force Management Support Agency
USAR	US Army Reserve
USAREUR	US Army, Europe
USARPAC	US Army, Pacific
USARSO	US Army, South
USASOC	US Army Special Operations Command
USATSC	US Army Training Support Center
USSOCOM	US Special Operations Command
VDD	Vehicle Detection Device
WCOPFOR	World Class Opposing Force
WFX	Warfighter Exercise

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## ANNEX B

### CTC Program Presentation Formats

#### Overview

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**Introduction** This section provides guidelines, formats and key points for briefings presented in support of the CTC Program.

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**In this section** This section covers the following presentations.

Presentation	See Page
Decision Brief	B-2
Information Brief	B-4
Tasker Update	B-5

# Decision Briefings

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<b>Purpose</b>	Decision briefs are used to illicit Council of Colonels (CoC) approval for an action, initiative or policy, or to obtain guidance. The specific response to a decision brief is an answer to a question or a decision about possible courses of action to be taken.
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<b>Key Points</b>	<p>Following are some key points to be addressed in the decision briefs:</p> <ul style="list-style-type: none"><li>• State the desired outcome, or decision expected, up front.</li><li>• Be concise and to the point.</li><li>• Provide only necessary background information, as needed, to acquaint the audience with the problem.</li><li>• If decision required involves resources, recommend billpayers, and outline total costs to the CTC Program through the POM cycle.</li><li>• Make recommendation on proposed courses of action.</li><li>• Don't exceed 10 slides.</li></ul>
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<b>Length of Briefing</b>	For CoC meeting, 30 minutes will be allotted for a decision brief. Of the 30 minutes, 20 minutes is set aside for the actual presentation and 10 minutes for council discussion and decision.
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**Note:** The council may require more than 10 minutes for discussion and decision-making. However, the presentation must not exceed 20 minutes.

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<b>Format</b>	<p>The following format should be followed to insure necessary information is provided for the council to make a decision:</p> <ul style="list-style-type: none"><li>• <b>Purpose:</b> State that the purpose of the brief is to obtain a decision. State what is expected at the completion of the briefing.</li><li>• <b>Deficiencies:</b> Describe current capabilities and training deficiencies.</li><li>• <b>Impact:</b> Describe impact on Army readiness if deficiency continues and relevance to other CTC Program elements.</li><li>• <b>Fix:</b> Describe proposed solutions to resolve training deficiencies.</li></ul>
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## Decision Briefings, Continued

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### Format (continued)

- **Analyze** projected costs in terms of criticality to CTC/Army training missions, size of training audience and training value.
- **Billpayers**/projected cost savings or payback period.
- **Outline** impacts on Program resources to include manpower, OMA/OPA funding, MCA, etc. If additional resources are needed, outline the following: Projected current and POM years funding requirements for OPA, RDT&E, OMA and CLS.

Reources	FY00	FY01	FY02	FY03	FY04	FY05
RDTE						
RDA						
MCA						
OMA						
CLS						
Manpower						

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### Outcomes

The desired result of the decision brief is a decision or guidance by the CoC. If the decision is approval of a new CTC initiative, then the council will also have to determine the priority of the new initiative in relation to other initiatives.

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### Recording of Results

The results of decision briefs will be recorded in the minutes of the CoC.

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## Information Briefings

<b>Purpose</b>	Information briefings are used to respond to a tasker from the CoC for information or to present data relating to or impacting on the CTC Program.
<b>Key Points</b>	<p>Following are some key points to consider when developing an information brief:</p> <ul style="list-style-type: none"><li>• Information briefs are not used to solicit information or guidance, although guidance may be given or received. If guidance is necessary, a decision brief is required.</li><li>• State the purpose of the information brief up front.</li><li>• Point out relevance of information to elements in the CTC Program.</li><li>• Keep briefing short and focused on impact on CTC Program.</li></ul>
<b>Length of Brief</b>	<p>For CoC meeting 15 minutes will be allotted for information briefs. Of the 15 minutes, 10 minutes is set aside for the actual presentation and 5 minutes for council discussion.</p> <p><b>Note:</b> The council may require more than 5 minutes for discussion. However, the presentation must not exceed 10 minutes.</p>
<b>Format</b>	<p>The following format should be followed to insure necessary information is provided for the council:</p> <ul style="list-style-type: none"><li>• <b>Purpose:</b> State clearly purpose of the brief and the type of information being provided to the council.</li><li>• <b>Relevance:</b> Outline the relevance of the information to the CTC Program, the Master Plan, or previous program taskers, etc.</li><li>• <b>Key points:</b> Summarize key point of the information being briefed – address timeline, milestones and impact to the program.</li><li>• <b>Closure:</b> Summarize the purpose of the brief.</li></ul>
<b>Recording Results</b>	Discussion, guidance and any taskers resulting from information briefs will be recorded in the minutes of the CoC.

# Tasker Update Briefings

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**Purpose** Tasker updates are used to provide status or close out a CoC Tasker. The tasker update provides the council with information on the work done since the last meeting and timelines or expectation of when the task will be accomplished. If the purpose is to close out a tasker, include details of what actions were accomplished to allow closure.

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**Key Points** Following are some key points to consider when developing a tasker update brief:

- Tasker updates should be short and focus on providing current status of the tasker.
- Information provided previously to the council should be summarized.
- State up front the purpose is to provide an update of a tasker, highlighting when the tasker was assigned.

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**Length of Brief** For CoC meeting 15 minutes will be allotted for tasker updates. Of the 15 minutes, 10 minutes is set aside for the update and 5 minutes for council discussion.

**Note:** The council may require more than 5 minutes for discussion. However, the presentation must not exceed 10 minutes.

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**Format** The following format should be followed to insure necessary information is provided for the council:

- **Purpose:** State clearly purpose of the brief is to provide an update to a CoC tasker.
- **Background:** Provide relevant background information relevant to the tasker (e.g., tasker origin, intended outcome, suspenses, etc.)
- **Status:** Key events/actions; status of tasker relative to suspense; will suspense be met (if no, why?)

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**Recording of Results** Discussion or additional guidance resulting from the update will be recorded in the minutes of the CoC.

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